

**Consolidated Plan
For the
Department of Housing and Urban Development

2005 - 2010**

Prepared by the
City of Manchester, NH

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Homeownership and Affordable Housing Development
Improve Access to City Wide Transportation
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Executive Summary

The Consolidated Plan is intended to provide a review of Manchester's community development programs and activities. It offers a series of strategies and an action plan that is designed to show how various HUD funds will be used to address the needs of low and moderate income individuals and families. The Consolidated Plan provides evidence of the needs that exist for multi-faceted programs offered to the City's low-income population. Finally it demonstrates how a comprehensive, well thought out plan offers the City and its citizens with direction on how to use its community development funds in the most cost-effective manner.

Manchester undertook the process of developing its Consolidated Plan in accordance with the applicable requirements as set forth by HUD. The process involved the continuation of existing partnerships, direct consultation with area public and non-profit agencies and the preparation of a citizen participation plan.

This chapter discusses the lead agency and the consultation process it undertook in the development of its plan.

Part 1 - Managing The Process

Part 1

Lead Agency

The Manchester Planning and Community Development Department serves as the lead agency responsible for coordinating the development of the Consolidated Plan. This Department also developed the City's previous two Consolidated Plans and has a demonstrated ability to bring together local and state agencies for the purpose of identifying resources and bridging gaps in local service programs.

The Planning Department monitors the progress of City agencies receiving funding from the Community Development Block Grant, HOME, ESG and Lead Hazard Control Grant Programs. The Planning Department's staff provides technical assistance to social service agencies and the City's housing providers.

The Department Staff supports and provides assistance to local organizations seeking to obtain federal, state and local funding for housing opportunities that will enhance the permanent affordable housing inventory in Manchester. **It also monitors federal funds distributed to emergency and transitional housing providers and other supportive housing agencies to assure that the allocated funds continue to support the needs of Manchester's homeless population. The Planning Department seeks to assist in the identification of solutions to the problems of Manchester's increasingly diverse population by working in direct partnership with community organizations servicing and advocating for that population.**

State and Local Agency Involvement in the Plan

The Manchester Planning Department planned and conducted a series of meetings that were attended by City Department Heads, local housing agencies and representatives from human service agencies, along with local residents of the City. The Consolidated Plan process was introduced at these meetings and participation in the development of the plan was requested. It was stressed from the beginning that agency and individual involvement was critical to the success of the plan. Agency directors, City Department Heads and representatives of local housing agencies enthusiastically volunteered their assistance. The process of developing the Consolidated Plan began with this commitment.

Agencies Involved in Process:

The New Hampshire Department of Health and Human Services, Office of State Planning, New Hampshire Housing Finance Authority, Manchester Housing Redevelopment Authority, Manchester School Department, other local agencies responsible for working with the City's homeless, individuals with developmental disabilities and those who serve low income individuals, cooperated by providing statistical information.

Manchester Neighborhood Housing Services (MNHS) has taken the lead in the development of homeownership opportunities for Manchester's low and moderate income families. MNHS has also continued to expand its inventory of affordable rental units through the adaptive reuse of existing buildings such as the Straw Mansion and the Silver Street Mill.

Manchester Housing and Redevelopment Authority (MHRA), which administers federal housing assistance programs and supportive service, offered use of community space for conducting public hearings and provided valuable input on the needs of MHRA residents.

Lead-based Paint Consultation

The Manchester Health Department, The Way Home and the Greater Manchester Partners Against Lead Poisoning provided valuable statistical data and information on lead poisoning and lead hazard control activities. The Consolidated Plan also includes the Manchester Health Department's Lead Poisoning Report Card.

Social Service Agency Involvement in the Plan

Planning Department staff provided an overview of the Consolidated Plan at a regular monthly meeting of the Greater Manchester Association of Social Agencies (GMASA) in January 2005. Also in January, staff attended workshops facilitated by GMASA, to discuss and identify issues facing the new immigrant and refugee populations in Manchester.

GMASA serves as an advocacy group, with membership that represents most housing and human service agencies in the City. GMASA provided a natural forum to discuss the plan and enlist comments. At the meetings, staff outlined the Consolidated Plan process in detail, stressing the need and beneficial impact that would result from the inclusion and input of as many agencies as possible assisting in the plan development. During these meetings discussion relative to previous planning efforts and documents was discussed as well.

Planning Department staff also attended the regular monthly meeting of the Manchester Area Continuum of Care in January 2005 as well as their leadership meeting in February 2005. This group is comprised of agencies in the City that provide assistance to homeless and near homeless individuals and families. Manchester's Continuum of Care is responsible for completing the City's Super NOFA application for funding under HUD's Continuum of Care Program. Additionally, the Continuum of Care provided information related to prevention/intervention, emergency shelter, transitional housing, permanent housing and community services that have been included in the Consolidated Plan. The information they provided identified barriers to services as well as gaps in service within the current delivery system in Manchester. Finally, they provided a list of strategies aimed at increasing resources for Manchester's homeless population.

Planning Department staff have been active participants in the Greater Manchester Association of Social Agencies, the Manchester Continuum of Care, Healthy Manchester, Greater Manchester Partners Against Lead and the Minority Health Coalition. Staff will continue to monitor the progress of on-going programs and services provided to Manchester's disadvantaged populations. The Continuum of Care will be discussed in Chapter 6.

Goals and Objectives

A statement of goals and objectives provides a common ground for agreement and provides the public with an insight into the purpose of the plan.

The Board of Mayor and Aldermen have adopted a general goal for overall community development by approving the preparation of a Master Plan. The Master Plan will assist City officials in accomplishing a coordinated, harmonious and adjusted development of the City and its environs that will, in accordance with existing and future needs, best promote health, safety, morals, order, convenience, prosperity or the general welfare, as well as efficiency and economy in the process of development. (Code of Ordinances, City of Manchester, New Hampshire, Chapter 19, Article I, Section 19-11)

The following goals and objectives from the City Master Plan provide an overall view of the community development ideals. Following these, the key goals as expressed by the Department of Housing and Urban Development are outlined. The HUD goals are consistent with the housing and economic development goals of the community.

CITY COMMUNITY DEVELOPMENT GOALS

Goal - Housing

Maintain the stability of existing residential neighborhoods and expand the range of housing opportunities for all groups and income levels. In addition provide opportunities for mixed-use developments in neighborhoods.

Objectives:

- Maintain a supply of properly zoned land that will allow for a variety of housing types to be constructed as dictated by prevailing market demand.
- Encourage and support development regulations and development review processes that reflect the importance of preservation of existing neighborhood quality.
- Make housing an integral part of mixed use developments.
- Encourage in-fill housing where appropriate and compatible in scale and appearance with existing established neighborhoods, but which may be at a higher density and with a variety of housing types.
- Provide required public improvements in all neighborhoods as a means of enhancing and preserving residential characteristics.
- Encourage residential development consistent with the protection and enhancement of the environment and conservation of natural resources.
- Provide increased housing opportunities for families, senior citizens and disabled citizens.
- Improve residential neighborhoods showing signs of blight or physical decay.

Goal – Economic Base

Stimulate the expansion and diversification of an economy capable of providing increasing employment opportunities within the City. Provide a variety of physical locations that will support economic development including mixed-use neighborhoods, commerce parks, and a vibrant downtown.

Objectives:

- Evaluate the City's older commercial and industrial areas for their potential to be creatively rehabilitated and reused for both economic activities and mixed use districts.
- Provide additional space within the City for modern industrial and commercial parks.
- Strengthen and expand the Central Business District
- Develop expertise within the City that can quickly identify sites for economic activities.
- Encourage cooperation with surrounding municipalities to insure proper development and servicing of prospective industrial and commercial activities.
- Improve or redevelop existing commercial areas to encourage the formation of a system of neighborhood, community and regional commercial centers sufficient to provide the shopping and service needs throughout the City.
- Promote efficient design of new and existing industrial and commercial centers such that they provide good access, efficient circulation and parking, adequate shopping space and attractive physical appearance.
- Insure that the City's land use regulations are flexible enough to accommodate the changing market demands for commercial and industrial building space.
- Upgrade and expand the municipal infrastructure system to facilitate long-term economic development within the City.

Goal - Transportation

Provide a variety of travel modes to insure that the City is accessible for work, shopping and play and that the City is properly interconnected with the surrounding region.

Objectives:

- Provide a well-balanced system of transportation, consisting of all forms of transit, which is capable of expanding to meet the future needs of the area.
- Develop a system of mass and rapid transit capable of providing reasonable and affordable service to various areas of the City. Insure that there is inter-modal coordination to make transferring modes as seamless as possible.
- Support the development of a commuter rail station that would provide service to Boston. The station should also be an inter-modal station with provision for parking, connections to the local and intercity bus system and connections to pedestrian and bicycle trails.
- Provide direct and convenient access to the Interstate Highway System and to other major regional arteries.
- Provide a transportation system that is compatible with the various land uses and neighborhoods.
- Assist in coordination of special needs transit services provided by various human service organizations.
- Provide expansion of the Manchester Airport in conjunction with an upgrade of access to the airport.
- Evaluate means whereby private development can assist in funding required transportation improvements.
- Design streets and control traffic and parking within residential neighborhoods that minimize the impact on neighborhood stability through traffic calming programs.
- Provide safe and convenient pedestrian and bicycle movement throughout the City.
- Enhance the visual character and quality of major streets and entrances to foster a positive image of the City. Use streets as aesthetic contributions to the environment through street landscaping.

Goal – Open Space and Recreation

Preserve and provide open space to enhance the overall environmental quality and to provide a balanced year-round recreational and cultural program encompassing a full range of activities and facilities for all ages.

Objectives:

- Provide for the conservation of suitable open space within the City.
- Provide adequate active recreational areas to accommodate the needs of a growing urban population.
- Develop a system of permanent open space that links recreational and institutional uses, together with the City's population centers, residential neighborhoods and the downtown.
- Preserve steep slope and areas deemed unsuitable for development as permanent open space.
- Evaluate means whereby private development can assist in funding required recreation and open space improvements.
- Provide facilities for recreation and culture to make Manchester a focal point for enjoyment of the arts and for relaxation.

Goal - Education

Develop the human resources in the City to their maximum potential by improving the quality of learning and teaching in the school system and to insure that each individual has an equal opportunity for learning in the best possible physical environment.

Objectives:

- Develop a system of educational facilities and services so that the entire resident population has full and equal opportunity to enjoy them.
- Encourage a comprehensive program for modernization of existing educational facilities to insure provision of the most efficient and up-to-date physical plants and most modern equipment.
- Promote a strategic planning program for the School District to assure sufficient educational facilities for the future.
- Encourage innovative and imaginative educational programs and curricula designed to improve the quality of educational opportunities.
- Expand educational programs to provide opportunities for job training and re-training in occupational areas of anticipated future economic growth.
- Support and coordinate higher education activities.
- Encourage education opportunities for new immigrants, in particular language learning programs such as ESL.

Goal – Health, Welfare and Safety

Provide a complete range of health, public safety and social welfare services and facilities that emphasize prevention that will adequately and efficiently serve the residents of the City

Objectives:

- Provide adequate space for the planned growth of existing and future medical and other institutional activities.
- Provide a complete range of police and fire protection facilities and services that will adequately protect all areas of the City.
- Provide adequate sewerage, water, gas, electrical and other facilities and services to meet the current and anticipated demands of all areas.
- Promote a comprehensive system of programs and services that emphasize an investment in the long-term life of the community.
- Promote enforcement of programs to prevent air and water pollution and provide for the environmentally sound disposal of solid waste.
- Insure that the City is prepared for public health epidemic and other threats.

Goal – Urban Design

Promote the introduction of urban design concepts and preservation of historic resources into the overall development process in order to make Manchester aesthetically pleasing as well as functionally satisfying.

Objectives:

- Encourage the conservation and enhancement of the distinctiveness of the physical form of various neighborhoods.
- Encourage historic preservation and study means of avoiding loss of significant historic structures.
- Stress and encourage unity and order in the overall design of Manchester.
- Encourage developers of residential as well as industrial and commercial facilities to be aware of the economic and social benefits to be derived by incorporating urban design elements in their plans.
- Encourage design approach pedestrian friendly neighborhoods and commercial areas.

Goal – Natural Resources

Protect and enhance environmentally sensitive and important areas within the City.

Objectives:

- Preserve a variety of scenic and natural areas within the City.
- Encourage the protection of wetland areas and promote education of the value of such areas.
- Require new development to take into account natural areas within their project.
- Promote the conservation of natural resources through rational land use planning.
- Acquire key properties for long term conservation.
- Continue protection and improvements of water quality in urban ponds and rivers.

Goal - land Use

Promote efficient and effective use of land of the City to create an environment consistent with the physical, social, economic and aesthetic needs and desires of Manchester's citizenry. Make sure we have the land for residential, economic and recreational activities.

Objectives:

- Insure that new development takes place at a reasonable density, high enough to avoid sprawl, yet low enough to allow for all necessary activities and reasonable expansion of facilities.
- Encourage mixed-use neighborhoods that can reduce transportation demands and allow for easy pedestrian access to a range of living and service opportunities.
- Provide a balanced mix of uses at a rate of growth that takes into consideration the need to reduce the fiscal impact of new development.
- Insure that adequate land has been designated for commercial, industrial and similar uses to allow enterprises ample choice of location and is in balance with the demand for residential locations.
- Encourage economic activities that will be competitive in the global market in the next 20 years.

Key HUD Goals

1) **Provide Decent Housing** including the provision of affordable housing without discrimination, assistance for the homeless and supportive housing for those with special needs.

2) **Provide a Suitable Living Environment** with safe and livable neighborhoods, access to services, revitalization of deteriorating areas, preservation of properties with special values, the conserving of energy and reducing the isolation of low-income groups.

3) **Expand Economic Opportunities** through job creation and retention, support for small businesses, provision of jobs for low-income persons, access to credit and empowering low-income persons to achieve self-sufficiency.

Part 2 - Citizen Participation

Part 2 - Citizen Participation

Since the inception of the City's Community Improvement Program in 1974-75, citizen participation has been an important tool in the project and selection process. Citizen participation was therefore a major element of Manchester's efforts to develop its Consolidated Plan. Public hearings continue to be the most effective vehicle for obtaining public comment.

For purposes of adequate coverage and access, public hearings on the Consolidated Plan were conducted at five different locations in the City. In order to solicit comments from public housing residents, two hearings were held at the City's major public housing complexes, Elmwood Gardens and Kelly Falls. Additional public hearings were held at the Manchester Community Resource Center, Manchester Senior Center and Manchester Aldermanic Chambers. All public hearing sites are located in low income areas of the City that benefit from Community Development Block Grant, Section 108, HOME, ESG and Lead Hazard Control Grant Funds.

In accordance with the City of Manchester's Citizen Participation Plan (included at the end of this chapter), the Public Participation Process will continue to play an important role after adoption of the Consolidated Plan. At the end of this Chapter is the Citizen Participation Plan that outlines Manchester's commitment to citizen participation for future amendments and annual revisions to the Consolidated Plan.

Summary of Citizen Participation Process

The development of the Consolidated Plan for the City of Manchester involved an extensive process of public participation. Every effort was made to involve and elicit comments from all relevant housing interest groups, housing providers, social service providers, city agencies and members of the general public. Notifications of the public hearings were published in the Manchester Union Leader, as well as on the City's website.

Citizens of Manchester were informed of the hearings and encouraged to participate. Numerous notices were mailed to human service agencies, local businesses and public and private housing agencies. Letters were sent to the Mayor and Board of Alderman listing the schedule of public hearings and providing information on the Consolidated Plan. E-mails were also sent to various health and human services agencies and City Departments and the notice was posted on the City's web site. In addition, a draft of the Consolidated Plan was available for review on the City's web site. The Manchester Housing and Redevelopment Authority posted notices at each of its public housing sites advertising the schedule of hearings at public housing complexes. Notices were also posted at other public hearing sites, the City Hall bulletin board and the City's libraries.

In addition to the public hearings, the City Planning Department conducted interviews and group meetings with housing and social service providers. Each organization was asked to participate in the process by updating statistics and providing information on new programs. Finally, every organization was asked to provide a description of the gaps in service for Manchester low-income individuals and families.

Summary of Citizen Comments or Views on the Plan

Public hearings were conducted at five different locations; the times and dates are noted below:

1. Manchester Community Resource Center – January 19, 2005 at 7:00 P.M.
2. Cashin Senior Center – January 20, 2005 at 7:00 P.M.
3. Manchester City Hall Aldermanic Chambers –January 25, 2005 at 10:00 A.M.
4. Kelley Falls Public Housing Community Center – January 26, 2005 at 7:00 P.M.
5. Elmwood Gardens Public Housing Community Center – January 27, 2005 at 7:00 P.M.

Public housing residents along with social service agencies and local businesses were invited to participate and share their views on the development of the City's Consolidated Plan. Additional meetings were held with the Manchester Continuum of Care and Greater Manchester Association of Social Agencies (GMASA). Manchester Planning Department staff met individually with community based organizations in order to obtain information on current activities and to determine needs in the community and assess gaps in service. The enclosed Map Numbered 1 provides the locations of the public hearings. Each of the five public hearing sites is located in areas of the City that will benefit from program funds.

Handouts outlining the Consolidated Plan process were provided to people attending the public hearings. Each public hearing was voice recorded. Members of the Manchester Planning Department staff were in attendance to answer questions and provide information on the Consolidated Plan. At each public hearing, the Moderator provided a brief outline of the Consolidated Plan process and informed those attending that a draft of the Plan would be available for public review and comment prior to submission. At each hearing, attendees were informed that a public comment form was attached to the handout in the event that individuals preferred to submit written comments.

Description Of Efforts Made To Broaden Public Participation In The Development Of The Consolidated Plan Including Outreach To Minorities And Non-English Speaking Persons, As Well As Persons With Disabilities.

Due to the influx of new immigrants and refugees into the city in the past five years, additional efforts were made to better understand the needs of these community members. Agencies that serve the minority and refugee population were contacted in order to better understand the needs of their clientele. As was previously discussed, the public participation process also included agencies that do not primarily serve this population. These organizations were also asked to comment on the impacts of serving the minority and refugee population. Agencies serving the refugee and immigrant population were notified of the Consolidated Plan Public Hearings and accommodations were made for non-English speaking citizens.

The public hearings also offered community agencies, public housing tenants, local businesses and other city residents an opportunity to discuss their concerns and help the City plan a strategy for the use of future Community Development Block Grant funds and other HUD funding opportunities.

The following summarizes the content of the presentations and the comments provided by people attending the five public hearings.

Public Hearing No. 1

Manchester Community Resource Center

The first public meeting was held at the Manchester Community Resource Center, on January 19, 2005. There were nine in attendance including representatives from various agencies and the citizenry. The Moderator introduced Planning Department staff and presented a brief overview of the Consolidated Plan and the Annual Action Plan process. He also noted how critical public input was to this process and what could be done, for instance, contacting politicians regarding funding issues. The Moderator stated that public comments are used to help the City direct the expenditure of entitlement funding during the next five years. Agencies and citizens have the opportunity to request funding in support of specific programs. It was also emphasized that even though the agencies have different causes, there is a link between them all. For instance, a graduate of a Child and Family Services program was able to purchase a house with the help of Manchester's Neighborhood Housing Services (MNHS). The issues raised were housing, employment and training, parks and green space, transportation and youth.

Housing

Manchester's Housing & Redevelopment Authority indicated that there is a need for housing, including elderly housing. Between their two programs, the leased housing program and the public housing program, there are over 7,700 annual applications, with roughly 3,000 of those being elderly; their demand is growing. It is not at all unusual for people to have to wait three years for housing. This year their focus is on the Gale Home renovation project. The Gale Home will provide affordable assisted living to seniors.

Manchester Neighborhood Housing Services (MNHS) urged the City to continue to use entitlement funding to support the organizations housing activities. For 2005 MNHS has targeted funding to support the following initiatives; development of the Silver Street Mill resulting in the creation of 65 units of rental housing, downpayment assistance to ten low-income families resulting in home ownership and the operation of the Neighborworks Home Ownership counseling program. Over the past year, MNHS has provided affordable rental housing to 775 individuals and 225 households. In addition, they have assisted over 100 individuals with the purchase of a home as well as providing homebuyer education to over 400 people. These are the two critical areas of support.

Employment and Training

The Manchester Community Resource Center emphasized that there needs to be an increase in job training but there are limited financial resources. This means that a price tag is added to some services. They need to utilize as many free trainers as possible. The Center is still able to provide financial assistance.

Cultural

A representative from the Manchester Boys & Girls Club stated that Community Improvement Program funds allowed his agency to provide a variety of services to youth from all segments of the population. The Boys & Girls Club membership profile for 2005 shows that 62.69% of the Boys and Girls Club population is white (66.63% in 2004), 20.45% is Latino (19.50% in 2004) and 10.22% is black (6.31% in 2004), 3.06% is European (3.44% in 2004) and 3.58% is categorized as other (4.13% in 2004).

The Minority Health Coalition stated that more languages are being spoken in Manchester and people from different countries have different needs. Unfortunately, a lot of them fall through the cracks because of a lack of the social/life skills needed to live in the community. Interpreters are a critical need especially in the medical field, however to obtain this job, the skill level must be high, but the pay is low. It was commented that people who come to this country do need to learn English, but that is not instantaneous and it is necessary to bridge the gap before people become bilingual. Current needs include Arabic speaking person for home visits, (but there is no way to tell what language interpreter they will need next year). Because an agency may need a translator but not be able to justify the use full-time, agencies should try to come together and pool their resources and share the translator. If a schedule was created and everyone knew what days the services would be available, this could provide a solution to the interpretation problem.

Parks and Green Space

The chairman of The Friends of the Valley Cemetery spoke about the importance of the cemetery and its role within the City. It is more than just a cemetery; it is a park to be used by the public, as it was designed as a rural garden cemetery. Its location is key as it is the largest green space in the inner city. It is in a low-income area; people in this area may not have much access to private open space and this is where the cemetery will come in to play. It is the desire of the Friends of the Valley Cemetery to make it a multi-purpose green space, but work needs to be done in order for the cemetery to be used to its highest value. Fences and roads need to be fixed, as well as more trees planted. An area where urns can be buried is desired— this would not take up as much space as casket burials, while bringing in revenue which can be used for further restoration. The Cemetery is on the National Register of Historic Places and so also plays a role in Manchester's history. The Cemetery also runs a school program where children can learn about the history of the cemetery.

Transportation

All the agencies stated that there is a need for transportation. The City of Manchester funds the Manchester Transit Authority, but more services are needed in addition to what is already in place.

The Boys and Girls Club representative stated that there was a need for programming designed for youths after school. Unless an agency provides a service for an after school program, transportation is an issue. The problem exists because after school programs occur in the same hours as the typical workday and so parents are not able to get their children to the programs and the agencies do not have adequate transportation services. A solution would be getting organizations together to pool their resources in regards to transportation.

Youth

Manchester Housing and Redevelopment Authority addressed youth recreation activities and the value of these services. Childcare “enables people to get out and become self-sufficient” because they do not have to worry about who will watch their child. Childcare, educational and recreational programs also discourage delinquency.

Public Hearing No. 2

Cashin Senior Center

The second public meeting was held on January 20, 2005 at the Cashin Senior Center. In attendance were 7 people, representing various agencies throughout the Community. The Moderator gave the introductions and the background on the Consolidated Plan and the Annual Action Plan process. He also noted how critical input was to this process. This is an opportunity to help direct where the City of Manchester spends its funds in the next five years. The question was brought up as to how these agencies would like funds allocated. Each agency stated what programs needed funding and the reasons that their organizations needed these funds. Several issues brought to our attention at the Public Hearing were shared by several of the agencies that attended planning workshops. Some agencies were in agreement with the issue of funding decreasing each year that in order to survive, they had to find a way to work together to streamline services and to use resources more efficiently.

Transportation

The Greater Manchester Area Committed on Aging said that transportation “stuck out big” in their “Advocacy Group”. They said that the transportation system currently available was antiquated. A test is given every year for accessibility and transportation, with the transportation issue being prominent. Though they don’t have the answer, it was suggested that perhaps but maybe we need smaller busses that run more frequently or busses that can take people shopping, for healthcare or to senior centers, etc., will help keep people at home reducing cost of elderly care.

The YWCA also stated that they would benefit from enhanced transportation, with youth being transported to and from after school programs. This would help to reduce operating costs along with being able to reallocate money.

Translation

Child & Family Services is concerned about the influx of diverse languages and the lack of proper and affordable translation services. This agency is required to have translators to perform their clientele intake process. They went on to say that the increasing number of languages being spoken in the area is hard to keep up with. The City of Manchester’s Community Improvement Program (CIP) is the only source of funding that they have. It is impossible to be able to afford a translator for every language.

New Horizons partners with Mobile Community Health League and Greater Manchester Mental Health to provide service for their clientele. Services include but are not limited to addiction counseling, emergency shelters, food pantry and homeless needs. With the increased number of clientele and the diverse languages being spoken, along with lack of funding, translators are becoming more critical.

Elderly/Seniors

The Greater Manchester Area Committed on Aging states that the funding needed to assist seniors with affordable housing is imperative; it is less expensive to keep seniors at home rather than continuing to keep them in a nursing home.

New Horizons is seeing an increase of elderly visiting the shelter for services as well. They have elderly clients that have come to their shelter with health issues that are not provided by the State or City.

The City of Manchester's Elderly Services has a waiting list of over a year for referrals for home care. CIP is the only funding that is allowed to be used for a majority of the clientele is \$2-\$50 over the threshold determined for elderly to receive assistance for this care. Five clients were kicked out of service from the \$7.00 social security increase. Transportation is another issue shared by Elderly Services. There is a need to increase the available transportation for their clientele; this in-turn reduces the cost to both the elderly themselves and the City.

Manchester Elderly Services Department also agrees that there will be an increasing need for care of the elderly especially the frail elderly. It projects that in the next 10-15 year the elderly-population in Manchester will more than double in size.

Housing

As was previously stated, the Greater Manchester Area Committed on Aging states that funding to assist seniors with affordable housing is imperative; it is less expensive to keep the seniors that are able to stay home at home rather than continuing to keep them in a nursing home. The Area Committed on Aging states that the funding needed to assist seniors with affordable housing is imperative because it is less expensive to keep the seniors at home rather than continuing to keep them in a nursing home.

The Manchester Elderly Services Department also agrees that there is a dire need to create affordable housing for seniors. They also confer their belief that keeping the Elderly at home is the best way to reduce costs associated with elderly care.

The YWCA Crisis Service also shares concern for the need of affordable housing in the area. They are seeing an increase of people using the services that they provide. After initial assistance, finding affordable housing is becoming more difficult.

Intown Manchester indicated a need to deal with the issues of solid waste. They felt that more could be done with solid waste in the form of recycling and other programs of a similar nature. Intown also said that the increase in housing cost and where people can afford to live is severely affecting the citizenry. They said that maybe an increase in housing as a whole would help to reduce the cost of affordable housing. As time goes on, more income is being differed to housing costs that reduce one's ability to spend or invest in the community.

Youth

Big Brothers Big Sisters of America (BBBSA) stated that the youth are changing; it is becoming more difficult to match them to a proper mentor. They went on to say that the increased financial support in Homeland Security reduces their funding dramatically. Linda Seabury also stated that education in all aspects of life including but not limited to drugs, alcohol and violence will increase their chances to have a brighter future; investing properly in education and mentoring now will decrease future costs.

The YWCA Crisis Service is seeing an increase in youth associated with domestic violence served as well. This organization is functioning on a staff of 11 and that they are struggling to meet the services of walk-ins coming to their door on a "skeleton crew".

Child & Family Services also shares concern about funding being allocated elsewhere; they feel that this will adversely affect the services provided to Youth and their families in Manchester.

Public Hearing No. 3

Manchester City Hall Aldermanic Chambers

The third public hearing was held in the Aldermanic Chambers in City Hall, on January 25, 2005. In attendance were 22 people from different agencies throughout the City. The Moderator gave the introductions and the background on the Consolidated and Action Plan process, along with where Community Development Block Grant (CDBG) money has gone in the past, such as making public buildings universally accessible according to the Americans with Disability Act (ADA) guidelines. He noted how critical input was. He also stated that the HUD funds Manchester receives have decreased and the Community Improvement Program has lost five percent of its funds as the demand for funding continues to increase. The issues discussed included cultural, seniors/elderly, transportation, housing, small business development, homeless, community development and healthcare.

Cultural

A representative from the Teen Health Clinic stated that they need medical translators at their clinic. Clients at the Clinic speak more than 38 languages. The Clinic also runs in to cultural barriers when dealing with medical issues, in the way that other cultures view healing and medical care.

The Southern New Hampshire Services representative stated that they have adequate coverage of Bosnian, Spanish, French and German. When the population becomes big enough, they try to incorporate new interpreters but it is impossible for them to have translators for all of the languages represented in Manchester. Their current backup is the AT&T language line, but this is an awkward and expensive process. Even if Southern New Hampshire Services had many more translators, there is no guaranteed schedule of when they would be needed, with issues like fuel assistance during their emergency cycle. Some people who need translation services bring their own interpreters.

Easter Seals mentioned that there is a significant amount of money in grants coming in to the City for interpreters. It was mentioned that we do not want to repeat the primary actions that have been accomplished, but instead, see what has already been done and concentrate on the gaps. An idea would be to share a bilingual person between various agencies. It was also reiterated that different cultures view diseases in different ways. For instance, some communities do not treat Alzheimer patients as a medical problem, but more that the patient is emotionally or mentally not stable.

The Office of Youth Services mentioned that both the International Institute and Lutheran Social Services do a lot of work with translation. The New Hampshire Minority Health Coalition has a language bank that covers virtually every language. The Coalition is developing "Access to Health", that deals with medical interpretation. Interpretation and lack of English speaking skills can be difficult on a family because children adapt to speaking English faster than their adult counterparts. This causes problems because families then cannot speak with each other; it creates a separation within the support system.

A woman at the YWCA Girls Program Center mentioned the need for documents to be translated but they do not have the money for this. She reiterated what the Office of Youth Services mentioned, that parents that are not native-English speakers take more time to get acclimated than their children. Parents pick up verbal English quicker than the written word; to empower them, they must know written English as well.

A member of the Amoskeag Business Incubator suggested that students from the universities could be used for translation. For example, Southern New Hampshire University has a diverse student population

that could be tapped.

Seniors/Elderly

The Easter Seals representative stated money is always an issue, and this holds true with the senior population. Aging touches all topics, like housing and transportation. Easter Seals received a Robert Wood Johnson grant (with the health department) for the frail elderly. This is the invisible population and is the most at risk elderly. There are huge issues with disconnect with this population and the services provided. Senior centers are good for the healthy seniors, but what can be done for the frail elderly; how do we keep this invisible population in the community?

The Care Givers, Inc. also works with the at risk elderly, helping to prevent premature institutionalization. Fifty seven percent of the seniors who are served by Care Givers Inc. live alone, sixty one percent do not have access to transportation and twenty six percent are living below the poverty line. The organization matches volunteer power with those in need. The organization needs recognition by the City for support of their initiatives. Seniors want services either in their home or another community based environment; this is also the most cost effective for the city and state.

Transportation

The YWCA representative stated that transportation is the number one issue that they face. Grants can be written for many programs but without transportation, there is no way to get the clients to the programs and there are no grants for buying vehicles. The YWCA serves girls between the ages of six and eighteen as well as women fleeing from domestic violence. The Manchester Transit Authority and school buses are overstressed, there needs to be other transportation options. They currently have a waitlist of seven girls, but the YWCA is not able to provide for them because of a lack of transportation. The Saturday programs and after school programs are the programs that need transportation.

Easter Seals said that transportation, or the lack of transportation, is an issue that affects all ages and backgrounds. They want to know what could be done to get the agencies together and work on these issues, as a coalition effort.

Girls, Inc. also stated that transportation is their most important issue. The organization has vans that are used for a specific purpose, but are not used all day, sharing of vans so they are utilized to their highest potential was an issue she raised, there needs to be a system for this to happen. She wanted a meeting to be facilitated on transportation. [A meeting was held on February 3, 2005 to start the discussion between agencies on the issue of transportation].

YWCA said that transportation is the most costly item they deal with, it would be difficult to share a van without something in return.

City Year thinks that the City should take the initiative of organizing groups regarding transportation. If there is a big enough group, there is the potential to leverage businesses for vehicles or discounts; businesses would want to see a large group involved.

Housing

Southern New Hampshire Services is involved in housing rehabilitation such as lead paint programs and weatherization programs. They seek safe and comfortable housing for people. The home programs that they work on with New Hampshire Housing Finance Authority are for single family homes, they do not have access to funds for multi-family rehabilitation, especially when it comes to owner occupied multi-

family units. Newer and more efficient heating systems and electrical systems, updating infrastructure and bringing the housing infrastructure up to par can save lives. This is a global issue and touches all types of people. (The City currently does not have a housing rehabilitation program, it is hoped that there will be one again by summer).

Southern New Hampshire Services would like more rental vouchers, especially for the elderly who are on fixed incomes.

Small Business Development

Micro-Credit New Hampshire spoke about the benefits of small businesses. Having your own business helps low-income people because they then become more self-sufficient and they are less likely to need public assistance. Such businesses increase household income, either as supplemental income or their source of income. They work with the African Information Center doing outreach to the refugee population and also have programs in Spanish. They work with the business incubator as well as the Manchester Community Resource Center and offer technical assistance as well as money management.

The Amoskeag Business Incubator would like a program that supplies small business assistance. They provide a facility for businesses to reside and grow as well as create jobs. They provide outreach to the entire community on business education and partnering with other groups.

Homeless

Families in Transition (FIT) stated that homeless issues include all ages and issues, and that it is very cyclical. Job creation is extremely important but, for a job to work, people need a place to go home to, in order to be rested for their job. Also needed are jobs that include health insurance. If jobs do not provide benefits, and a person encounters a medical crisis, they may lose their job; and then their housing due to the lack of money to pay for housing and ultimately having to use the services of FIT. FIT struggles with the development of affordable housing. FIT also needs programs that address the root causes of homelessness—homelessness is a symptom of other things, such as violence. Ninety two percent of FIT's clients are victims of violence, either as children or adults. FIT worked with 181 people last year, but had 2,800 people call for services.

Community Development

A representative from the New Hampshire Institute of Art acknowledged that her organization cannot financially compete with the social service organizations, but that they also provide a higher quality of life. Pell grants, which are for education, are being cut. Eighty percent of the students at N.H. Institute of Art receive financial aid, so this could become a problem.

Health Care

The Teen Health Clinic raised the issue of providing health care to the uninsured. Ninety percent of their clients are at the lowest poverty level and uninsured. This is a particular problem for adolescents in that health and dental services are severely lacking.

Public Hearing No. 4

Kelley Falls Public Housing Community Center

The fourth public hearing was held at the Kelly Falls Community Center on January 26 at 7pm. The Kelly Falls Community Center is located with the Kelly Falls Public Housing Development. In attendance were four people, three of them representing public agencies and one private citizen. The moderator introduced Planning staff and presented a brief overview of the Consolidated and Action Plan process. The issues discussed were public works, cultural, youth, seniors/elderly, housing, healthcare, transportation and employment and training.

Public Works

An individual raised the issue of sidewalk maintenance, especially in the wintertime. When snow is not shoveled from the sidewalks, it is dangerous for everyone, especially children and the physically disabled. Even when there is not snow on the sidewalks, not all of the sidewalks are paved, therefore difficult to travel on, especially if using a wheelchair. The areas mentioned that needed new paving or curb cuts were River Street and Bremer Street.

Cultural

Southern New Hampshire Health and Education Center (SNHHAEC) discussed the growing need for medical and legal interpreters. The organization trains people in these fields and maintains a list of both medical and legal interpreters. SNHHAEC provides this list to any agency looking for an interpreter. Currently, a lot of people just use their friends as interpreters in the court system but, like the medical world, the legal profession has its own jargon that a person may not be comfortable with regardless of how proficient they are in languages. The most needed language is Spanish, although there are many new languages being spoken in Manchester; it is harder to find solid interpreters for some of the newer languages.

New Hampshire Legal Assistance mentioned cultural issues and immigrant rights, particularly with obtaining a driver's license. It is easy for people not familiar with an area or way of life to fall through the cracks.

Child Health Services stated that over a third of their clients need interpretation services. They spend about \$25,000 a year just on interpreters and this is a growing need they are committed to meeting.

Youth

New Hampshire Legal Assistance discussed the problems they are facing with juvenile delinquency, especially with boys. They need funding to create programs to get children services such as special education and job training.

Child Health Services discussed their media literacy program that tries to address the linkage between violence in media exposure and violent behaviors of children.

Seniors/Elderly

According to New Hampshire Legal Assistance, major problems facing the elderly include consumer issues such as fraud and scams. They are currently working on a grant to get as many people as possible

signed up for the Medicare discount drug card. The organization gets many calls from elderly on everything from affordable housing to domestic violence.

Housing

The representative from New Hampshire Legal Assistance discussed the services that his agency provides to low income and elderly people to protect them against housing discrimination. A major issue they have seen is affordable housing, particularly providing homeownership opportunities so people do not have to pay excessive rents. When dealing with rental units, a problem they face is keeping people in their homes and notifying tenants of their rights regarding fair housing. Providing affordable housing to low-income families in Manchester is difficult because there is a limited amount of available housing stock.

Healthcare

A representative from Child Health Services stated that the barriers to health care have increased. The barrier that is the most serious is affordability. Fewer people are able to afford private health insurance, whether it is through their jobs or through individual coverage. These people then turn to social service agencies like Child Health Services, the Community Health Center, the Teen Health Clinic and other organizations as their access points to the larger health care system. A study done by Healthy Manchester Leadership Council in 2002-2003 showed that at any snapshot in time, there are about 2,500 children who do not have access to healthcare—either access to primary care or health insurance; this problem is growing. As more people do not have insurance, it is more difficult for non-profits to provide this assistance.

Child Health Services mentioned that the people served by the Teen Health Clinic face huge barriers to mental health and dental services. The problems are multi-faceted, whether it is lack of insurance or providers. They are also seeing more children who are having difficulty obtaining eyeglasses, this obviously effects their educational achievements.

An individual said that many of the benefits that her child receives are through the City and these benefits have decreased. She is having trouble finding a place for him, because most of the facilities offer a ratio of two or three people per client and he needs one on one attention.

Transportation

Child Health Services also mentioned the need for more transportation within Manchester. They provide transportation to their clients but they see a growing need for transportation with healthcare and, in general a lack of transportation is a barrier to healthcare.

Employment and Training

An individual stated that her son is having problems finding a job, that he does not know how to present himself to employers and that it is hard for her to teach him. The schools do not offer any programs for this issue.

Public Hearing No. 5

Elmwood Gardens Public Housing Community Center

The fifth public hearing was held on January 27, 2005 at Elmwood Gardens. The Elmwood Gardens Community Center is located within the Elmwood Garden Public Housing Development. In attendance were thirteen people representing various agencies. The Moderator introduced Planning staff, gave a brief description of the Consolidated and Action Plan process and then turned the floor over to the public—asking for their priorities and perceived gaps in services. The issues discussed were cultural, seniors/elderly, healthcare, housing, employment and training, youth, transportation and community development.

Cultural

Manchester Community Health Center acknowledged the need for interpretation services; the need is large and growing.

A Way Home representative also stated the need for translation services. People will go to appointments but then will be sent home because translation services are not available. He also brought up the cultural differences, for example most Bosnians are Muslim and do not eat pork. A petition was created last year to remove pork from school lunches.

Seniors/Elderly

The community liaison for the Home Health and Hospice Care stated her desire for her agency's comments to be a part of the Consolidated Plan. Home Health and Hospice Care provides the basic core services for seniors: dressing, bathing, shopping, homemaking and other services. These services allow the elderly to remain in their homes instead of having to go to a nursing home. Currently, 63 percent of the people they serve are sixty years old or older and this number is projected to increase to seventy percent in the next five years. This organization wants to partner with other agencies that provide similar services in order to best serve their population.

An administrator for Visiting Nurses of Manchester described how her agency's services have benefited the City; for instance, in 2004, they served 2,700 individuals in Manchester. For their charity and home care program in 2004 they expended \$50,000 on Manchester residents. The agencies 2005 CIP funding request proposes long term care services for the elderly population. Medicare does not pay for long term care coverage, which are the supportive services that the frail elderly need to stay in their home for as long as possible.

Healthcare

The Manchester Community Health Center raised the fact that the number of uninsured people was rising. New Hampshire has better rates than other states but the number of uninsured has increased. Along with this issue, uninsured people also have other problems, like housing, transportation and access to primary health care. With the CIP money that the Health Center has received, they are able to offer a prescription assistance program, that is a voucher program. If not for this, many people would not be able to fill their prescriptions.

A representative from the Greater Manchester AIDS Project (GMAP) spoke about the AIDS epidemic, stating that people think that the AIDS epidemic is over, but it is not. In the 1990's, a highly effective treatment, Highly Active Anti Retroviral Treatment (HAART) was established. This regiment has been successful in extending the lives of those who are suffering with HIV. The over the counter costs of

these drugs run about \$2,000-\$3,000 per month. The State has a good program that supports prescription reimbursement but, over the past eighteen months, the programs have been cut and will not provide funding for any drugs not dealing directly with medical issues related to HIV. People with HIV generally have many other medical problems that go along with HIV. These medical issues need to be treated as well. For people with HIV and other problems, such as mental health problems, housing, transportation, job problems and other socioeconomic issues, the other issues may be enough to disrupt the HAART regimen. For HAART to be effective it must be done 95% correctly or it does not work. HAART increases the life span of those with HIV but decreases the quality of life of the patients as they are highly toxic and create many side effects. All of the funding for these services comes in through the Boston Public Health Department, (through the eligible metropolitan area). The funding is in jeopardy because this area is going to be reauthorized. When the area is reauthorized, there is the possibility that Hillsboro County may not be considered part of the Greater Boston eligible metropolitan area. This means that programs, like GMAP, won't be able to provide the same care services that they do now, such as having case managers, making mental health referrals or assisting with housing.

The Greater Manchester AIDS Project also provides education and prevention to those who are at risk of contracting HIV but who currently do not have HIV. The money for HIV education comes in to the State from the Centers for Disease Control, and then GMAP must compete with every other area service organization in the State. GMAP made a request to the City for education for one group, although there are many at risk groups who need education on the disease. Funding is being cut while the eligibility requirements are increasing.

Housing

The Way Home uses CIP funds for such things as lead paint reductions. Many of the refugee families are coming to Manchester are in poor health, making them more susceptible to lead paint poisoning. It was asked whether the City would be doing more lead paint inspections.

An individual discussed issues that a person who has been incarcerated faces. It is difficult to find housing if you have a record because many landlords will not deal with felons, even though they have served their time and are now out on parole. He stated that there is a lack of transitional housing for people coming out of prisons. There also needs to be places for men who suffer from domestic abuse, as there are many services available for women, but there are not the same options for men.

The GMAP representative raised the point that the issues that the Consolidated Plan is dealing with (especially affordable housing) are also issues significant to those who have HIV or the populations that are at high risk of contracting HIV. People who do not have housing and are indigent are at a higher risk for getting HIV. There is also the discrimination issue; landlords may not rent to those who they know are getting housing assistance through HIV program channels.

The Helping Hands Outreach Center, a transitional center for men in recovery, provided information on the issue of men and housing. About ninety-five percent of their clients are dealing with a substance abuse issue but the Center is not restricted to substance abuse and recovery. Their center recognized the lack of housing for men for the next step. The Center has a good success rate for the men while they are with Helping Hands but, when the men leave, there are not a lot of options regarding affordability and that are conducive to maintaining sobriety. Helping Hands will be putting in twenty units of housing, six of these units will be permanent supportive housing for men who have been through Helping Hands and need the extra support, while the remainder will be affordable housing units, primarily for single fathers.

Employment and Training

The individual who raised the issue of parolees finding housing also stated the need for job programs for people coming out of prison.

One of The Way Home representatives also raised the point that the refugees have trouble finding work because they do not have a resume or job history. He said that people receive help finding their first job, but, if they lose that job, they no longer have any job background. Also, since many of the refugees do not speak English, it is difficult and near impossible to voice the type of job people are looking for without translation services.

Youth

Child and Family Services raised the issue that there is a lack of daycare. They have a child care resource and referral program and also provide information on childcare.

Visiting Nurses of Manchester also prioritized childcare. Their VNA Child Care and Family Resource Center is licensed to serve 220 children, ninety percent of the children are from Manchester. Eighty percent of the families qualify for the childcare scholarship program and ten percent receive a sliding scale fee. This is the only center in the area that provides a sliding scale fee after families receive state assistance. Some of their children have special needs and some are considered chronically ill. One of their biggest issues is an increase of children with severe behavioral issues, including violence in the classroom. The agency would like funds to further assist violence programs. They have seen a lack of funding; the State of N.H. hasn't increased reimbursement for childcare in over five years.

Transportation

An individual raised a complaint regarding the school bus system, stating that the bus does not show up for her child or runs very late.

Community Development

The Manchester Historic Association offers a sense of community and access to the history of Manchester. They work with social service agencies and individuals. Last year, the museum had 14,000 visitors,(4,500 of whom were school children). The museum also offers a summer day camp; scholarships are available for those who cannot afford the fee. The museum is a way to get lifelong residents, along with new residents of Manchester, acquainted with the City. For the new immigrants, the museum can show the struggles as well as the positive influences of the immigrants of the past. The problem is that one of their buildings is not ADA accessible, so funds are needed so that everyone can enjoy this facility.

Public Hearing No. 6
Neighborhood Revitalization Strategy
Manchester Community Resource Center

The sixth public hearing was held at Manchester Community Resource Center on March 31, 2005 at 6:00 p.m. The Manchester Community Resource Center is located at Lake Avenue, Manchester, New Hampshire. In attendance were nine people, seven of them representing public agencies and two private citizens. The issues discussed were Neighborhood Revitalization criteria.

Samuel Maranto, the CIP Manager described the CIP and Consolidated Planning Process. In addition, the CIP Manager discussed the Neighborhood Revitalization Strategy criteria. The City would like input from the community on the expenditure of \$11 million of CDBG and Section 108 funds, spending \$500,000 annually to complete improvements in the designated target area.

The proposed Neighborhood Revitalization Strategy will include goals, benchmarks and descriptions of ongoing program recommendations.

In order to draft an effective strategy, the City would like to look at seven different areas: Social Services (After school daycare, medical, youth program, etc.), Infrastructure (street lighting, sewers, sidewalks, planting of trees) Façade Improvements (downtown).

Samuel Maranto cited the activities of Manchester Neighborhood Housing Services in the Inner City as an example of neighborhood revitalization. MNHS was instrumental in turning around the Kalivas/Union area, and the organization will continue to play a great role in the strategy area. The City will continue to put money aside for funding organizations like MNHS. In addition, the City is going to reintroduce the Housing Rehabilitation Program that has been offered in the past. The program should be up and running in a couple of months. Housing rehabilitation improvements will be combined with Lead Hazard Abatement and hopefully make a difference here in terms of having quality affordable housing. The City currently offers a Business Revolving Loan Fund but to be frank the program has not been that successful. The City needs to do a lot more marketing, perhaps go out to small businesses and be more aggressive in terms of letting them know that the money is there. There are a lot of available resources in the City. The City would like the input of the stakeholders to direct the distribution of those resources. At this point, Mr. Maranto opened the floor for public comments.

Fred Robinson of New Horizons commented that transportation is a major issue that effects his agency's clientele.

Samuel Maranto discussed the fact that the City has included funding in this years CIP to hire a transportation consultant. As a part of the Consolidated Plan process the City has been talking with various organizations about transportation issues. The MTA is working very closely with the Southern New Hampshire Planning Commission, Easter Seals, and other organizations to implement changes that will improve the City's transportation system. The City is also going to determine if access is being provided to the large employers in the community.

Sal Steven Hubbard of MNHS commented that she would like to see the City provide assistance to small businesses in the area. She agreed that a façade improvement program for the mom and pop stores

especially on Union Street would be beneficial. There are really interesting and exciting little businesses that are being developed by the immigrant community in the Union Street neighborhood. A façade improvement program would bring together the diversity of the area in a way that looks great.

Samuel Maranto commented that if a façade improvement program were offered it would not be limited to the Union Street neighborhood, it would be available to all the businesses in the target area. He also noted that loans would be offered to businesses that are often unable to secure conventional financing. In the past the program has operated much the same as a bank. The intent of the program is to create jobs for low-income individuals and to promote reinvestment in the neighborhood. Often this requires a higher level of risk that conventional lenders are not willing to take.

Sal Steven Hubbard recommended that the City conduct a design charrette with the business owners and neighborhood residents to provide a plan that people can look at.

Samuel Maranto stated that the City would aggressively solicit the input of the business community. He also stated that the façade program has been successful in the downtown for the past 6 to 7 years.

Hector Velez commented that he would like to see the target area expanded to include both sides of Pine Street from Valley Street to Somerville Street. Mr. Velez also stated that he was encouraged that the City was going to expand some of the services currently being offered in the Central Business District to the Inner City.

Samuel Maranto indicated that the target area is preliminary right now and that eligibility for specific programs would not be limited to those individuals that are inside the target area.

Hector Velez inquired how this program would operate differently than the CBSD.

Mr. Maranto stated that the CBSD is an entirely different program. The businesses in the CBSD are paying an assessment into fund and the rules are very different than the requirements of H.U.D. The funding to be utilized in the Neighborhood Revitalization Strategy Area is Federal money with a different set of rules. Essentially if we create jobs in this area that's all we need to do, if we can create a job we can provide funding. But again, we are going to be looking at this a little more closely to make sure the boundaries of the target area are correct. When we designate an area, it has to meet specific income criteria. If there happens to be a business across the street and it's not in this area, the business would still be eligible for funding if the improvements result in the creation of jobs for low and moderate-income people. Overall, it is beneficial to designate a Neighborhood Revitalization Strategy Area because it allows the City the to provide additional services with limited restrictions. For example Social services provided in the area are not subject to the 15% Public Services Cap. This would free up funding for public services in other parts of the City. Mr. Maranto inquired if public safety is an issue in the area anymore.

Sal Steven Hubbard stated that she would like to see more community policing. It is a program that has worked well in the past.

Hector Velez commented that he would like to see the same level of community policing that was offered at the beginning of the Enterprise Community program. Due to the reduction of funding, the community policing that is taking place today is a watered down version of the original program.

Renie Denton of MCRC – The Enterprise Community funded community policing program worked well.

Samuel Maranto stated that CDBG money was utilized to initiate and establish community policing programs in the Inner City. The funding counted against the Public Service Cap and once the program was established, the funding was reduced as the programs became self sufficient. If the community feels that there is a need for additional community policing, the City can provide the Police Department with HUD funding for staff that will not be counted against the 15%, so that's a great incentive there. Ron Dupont not present at the meeting provided written comments that voiced concerns about the number of bars in the community. Ron Dupont was not able to be here, and he asked me just to mention he has a concern about all bars in this community, he feels as though the bars are bringing in some of the criminal activity and if we could somehow weed them out.

Samuel Maranto commented that the use of property in specific areas is regulated by the City's Zoning Ordinance and that additional police patrols may reduce criminal activity.

Fred Robinson stated that the bars need to regulate the amount of liquor that individuals are drinking in these establishments.

Sal Steven Hubbard agreed that the bars need to stop serving drunk individuals or be prosecuted by the authorities.

Hector Velez commented that he would like to see recommendations in the Plan to reduce the number of bars in the target area.

Samuel Maranto reiterated that the use of property in the City is regulated by the Zoning Ordinance. Again if they are a problem institution than you can utilize the Police Department to enforce the laws that are in affect. Whereas the businesses decide if it's too much of a hassle and they leave or they straighten out the problem themselves. If someone wants to come in the area and it's zoned we can't restrict them unless you go and change the Zoning Laws.

Samuel Maranto commented that the revitalization efforts in the past have been tied to infrastructure. The City has taken a street by street approach that includes street improvements, street lighting, traffic signalization and tree plantings. He noted that several streets have been improved to date and that the parks in this area have all been rehabilitated. The City has a 3 year plan right now identifying all the streets within this area to be reconstructed and we have been including about a half million a year in the CIP for these activities.

Hector Velez complimented the City on the lighting system that has been installed in the neighborhoods. He stated that he would like to see additional efforts to improve the appearance of the neighborhoods such as a beautification program.

Samuel Maranto stated that there are opportunities to work with groups like the Youthbuild to put kids to work on neighborhood beautification. He also stated that the City might be willing to sponsor a neighborhood painting program as well as a beautification contest.

Sal Steven Hubbard discussed MNHS's efforts to beautify their properties and voiced concerns about trash in the alleys.

Samuel Maranto inquired if the new trash containers were making a difference.

Sal Steven Hubbard commented that not all property owners are required to use the new trash containers and trash is falling out of open containers and it is not being picked up. Sal recommended that the new containers be provided to small residential property owners for free.

Samuel Maranto In accordance with the Zoning Ordinance, owners of large multi-family properties are required to use containers. If owners are using the containers and trash is not being picked up properly, the Highway Department should be contacted. If a landlord is not using the appropriate containers, the landlord should be contacted. If you would like to see all property owners using the new containers, the Aldermen representing this neighborhood should be contacted.

Hector Velez commented that there are a lot of homeowners that need assistance with the improvement of their home. Often when low-income families are able to purchase a home they cannot afford improvements required to bring the building up to code.

Samuel Maranto - The City is in the process of reintroducing a housing rehabilitation program that would provide assistance to property owners interested in upgrading their properties.

Renie Denton asked Sam Maranto if there were any programs under the 2005 Super Nofa that would compliment the Neighborhood Revitalization Strategy.

Samuel Maranto Since the City is involved with the Consolidated Plan, I have not had the opportunity to review the Supernofa. Once the Consolidated Plan is approved, our goal is to look at each and every program. Unfortunately the Federal Government is shifting funding away from social service programs to Homeland security.

Samuel Maranto and Sal Steven Hubbard described the homeownership programs that the City is currently offering.

Sam Maranto also described the City's other housing initiatives including emergency shelter and transitional housing. The City allocated about 1.6 million dollars to various organizations to develop affordable housing. The home funds look like they will remain level funded for the next couple of years, so we have at least \$800,000 to \$900,000 each year that we can provide for multi family housing.

Fred Robinson asked if the seven of eight objectives that have been proposed as a part of the Neighborhood Revitalization Strategy have been prioritized in any order.

Samuel Maranto - I don't think any of these are prioritized, I think they all need to work together.

Fred Robinson commented that if safety/security and neighborhood appearance were emphasized and affordable housing is available, this would draw people to the neighborhoods resulting in economic development.

Samuel Maranto stated that the City cannot provide job training, etc. if we don't have the housing for people to live in. Playgrounds are no good, if there are no social services in place to assist families with basic needs. Sam also mentioned various housing activities that the City is involved with including the housing rehabilitation/lead hazard control program.

Fred Robinson inquired if housing rehabilitation programs were limited to multi-family property owners.

Samuel Maranto explained that program eligibility for the City's housing rehabilitation program is dependent upon the income of the family occupying the housing unit. A low income owner occupant of a single family home would be eligible for the program.

Hector Velez commented that the income guidelines are good and that the City's programs provide assistance to low-income families in need of assistance.

Samuel Maranto stated that based upon HUD's income guidelines (2000 Census), 43% of the entire City would be eligible for entitlement funded programs, based on Census Data of 2000. Currently the City provides approximately \$900,000 a year to various social service organizations.

Hector Velez stated that social service programming should include respected behavioral interventions that have been proven to be effective. For example anyone can start up a basketball program, but show me something within that basketball program that is going to start changing mentality, start them thinking about health, responsibility and character development. Those are the types of programs that the City should be funding.

Samuel Maranto commented that the City utilizes performance indicators to evaluate the effectiveness of the programs that it funds. Social service agencies are required to provide goals, objectives and performance measurement units.

Hector Velez - If we could start changing behaviors five years down the line we could look back and say wow we made a real difference.

Samuel Maranto requested additional comments on the proposed strategy to enhance the community economically.

Sal Steven Hubbard commented that the City needs to concentrate on creating jobs that pay a livable wage. Most tenants in MNHS are working people that are low-income due to low paying jobs.

Renie Denton suggested that job training is imperative to provide individuals with the skills that they need to secure higher paying jobs.

Samuel Maranto commented that if the proposed strategy is approved by HUD, the City will continue to provide funding for job training to organizations like MCRC.

Sal Steven Hubbard discussed the high cost of housing and the lack of affordable units for low-income families.

Samuel Maranto inquired what the high cost of housing was attributed to?

Sal Steven Hubbard It's due to the booming economy. 10 years ago we were buying housing in this neighborhood to rehab for \$5,000 a unit, today slum housing costs \$65,000 a unit.

Samuel Maranto discussed MCRC and the workforce development programs that have been offered at the facility since 1998. He also commented that the facility would be expanded and will be looking to partner with other organizations in order to promote additional workforce development in the Inner City.

In addition to supporting MCRC's activities, the City is going to canvas neighborhood businesses to determine what their needs are to create programming that promotes job creation for low and moderate income individuals.

Hector Velez stated that he was interested in seeing program like Youthbuild to provide employment opportunities for youth aged 13 to 17.

Samuel Maranto commented that on a limited basis the Parks Department hires youth during the summer time and that the City could investigate programming above and beyond that.

Hector Velez commented that the jobs at the Parks Department are being filled by City Employees children.

Samuel Maranto agreed that additional programming for youth employment would be beneficial and he would investigate potential opportunities within City departments.

Renie Denton commented that the NH Job Training Counsel used to put out an RFP for employment opportunities for youth. The RFP was provided to all of the social service agencies and government agencies. As a result employment opportunities were created for youth.

Hector Velez introduced Linda Murphy, the owner of Murphy's Gym and described her plans to acquire the building next to MCRC and relocate her business there. The building is dilapidated and she is interested in any assistance that the City might provide to help her in this endeavor.

Samuel Maranto recommended that Ms. Murphy contact the Manchester Economic Development Office for information on the Business Revolving Loan Program. With reference to small business development, the City supports the operation of the Amoskeag Business Incubator and to be honest, I don't know how many people in the City knows it exists or whether they would want to go there. There are a lot of storefronts along Union Street that are empty which represent future economic development opportunities.

In order to put this Neighborhood Revitalization Strategy together, we will look at a lot of statistics in terms of Census Data, Employment Data, as well as the input of the community. When the draft is complete it will be available for review on our website. People will have the opportunity to comment on the document for a period of 30 days.

Hector Velez expressed his concerns about the ability of the Hispanic community to read the document.

Sal Steven Hubbard informed those present at the meeting that MNHS has translation equipment available for various language groups.

That concludes the comments that were voiced as a part of the Public Hearing.

Public Hearing Participants

AGENCIES

Amoskeag Business Incubator
Angie's Shelter-(New Horizons for NH)
Area Committed on Aging
Big Brothers Big Sisters
Child and Family Services
Child Health Services
City of Manchester- Elderly Services Dept.
City Year NH
Department of Health and Human Services
Easter Seals
Families in Transition
Friends of the Valley Cemetery
Girls Inc.
Greater Manchester AIDS Project
Helping Hands
Home Health and Hospice
Intercede
In-Town Manchester
Manchester Boys and Girls Club
Manchester Community Health Center
Manchester Community Resource Center
Manchester Emergency Housing
Manchester Historic Association
Manchester Housing and Redevelopment Authority
Manchester Neighborhood Housing Services
MicroCredit NH
New Hampshire Institute of Art
New Hampshire Legal Assistance
New Hampshire Mental Health
New Horizons for NH
Odyssey Youth Rebuild
Office of Youth Services
Southern New Hampshire Health and Education
Center
Southern New Hampshire Services
Teen Health Clinic
The Care Givers, Inc.
The Way Home
VNA of Manchester
Yellow Taxi Productions
YWCA
YWCA Crisis Center

INDIVIDUALS

JoAnn McDonald
Elizabeth Woodbury

City Of Manchester

Citizen Participation Plan

This citizen participation plan has been prepared as a component of the City of Manchester's Consolidated Plan, as required by the U.S. Department of Housing and Urban Development. The City currently receives federal funding under the Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), and the HOME program. The format of this plan follows that of 24 CFR Part 91.105.

A. Applicability and Adoption of The Citizen Participation Plan

I. Applicability

As part of its Consolidated Plan, the City is required to adopt a citizen participation plan that sets forth the policies and procedures for citizen participation in the development of the five-year Consolidated Plan and each Annual Action Plan and budget to be developed during that period. HUD regulations for the Consolidated Plan indicate that when a jurisdiction has an existing citizen participation plan that meets earlier regulations, established under the Housing and Community Development Act of 1974, it may update such plan to meet the specifications for the Consolidated Plan.

II. Encouragement of Citizen Participation

- (i) The City will encourage citizen participation in the development of the Consolidated Plan, Annual Action Plans and Comprehensive Annual Performance Evaluation Reports. Specific means of encouraging citizen input to the City during the development of the five-year plan include the following:
 - 1) A minimum of four Public Hearings will be held. These are scheduled at the beginning of the process and will be held in different locations throughout the City to allow for greater access to individuals that might have transportation limitations. These hearings are intended to solicit general input regarding priority needs and strategies to meet such needs. Once the Annual Action Plan is developed, which is usually three months into the process, another hearing will be held to allow the public to vocalize their comments relative to the Action Plan. Upon development of the draft Consolidated Plan a legal notice will be put into the local paper advising the public of their opportunity to review and comment on the Plan. The Plan will be placed on the City's web-site as well as being made available at several public locations. The Legal Notice will stipulate that the public will be provided thirty days to respond with their comments and or concerns.
 - 2) The Director of Planning and Community Development will allow for the receipt of written input on the Consolidated Plan throughout the development process.
 - 3) The Community Improvement Program staff will summarize input that the City receives during community meetings and provide this summary in the Consolidated Plan.
 - 4) The Community Improvement Program staff will summarize citizen complaints and comments received by the City and provide this summary, if one exists in the Consolidate Plan.

The Community Improvement Program staff will review input received through each of the above listed sources in the development of the five-year Consolidated Plan.

Regarding the Action Plan specifically, the City will include mechanisms for citizen participation in the development of each Annual Action Plan, as follows:

- 1) Two public hearings will be held at the beginning of the process each year to solicit input for the proposed Action Plan and budget and to allow comment on program performance.
- 2) A City-wide public hearing will be held upon development of the Annual Action Plan to receive comments on its development and the City's responsiveness to the public's identification of priority community needs.
- 3) The Director of Planning and Community Development will accept written testimony regarding the Annual Action Plan.
- 4) The Community Improvement Program staff will continue to track citizen complaints/concerns/comments received by the City.

The Department of Planning and Community Development maintains a citizen participation mailing list containing community service, housing and economic development agencies, community leaders, and persons who expressed interest in the City's community development programs or the consolidated planning process. There were over 100 agencies and persons on the list at the time this citizen participation program was written. Citizens who contribute comments at public hearings or submit written testimony may be added to the citizen participation mailing list, as will any other persons who express interest in participation. Persons/organizations included in the mailing list will be notified of specific opportunities for further participation in the consolidated planning process.

The City will actively promote opportunities for citizen participation. It will publicize public hearings and opportunities to submit written testimony as follows:

- 1) Letters sent to community leaders and all persons/organizations who have requested to be on the mailing list.
 - 2) A notice in the Union Leader
 - 3) A press release sent to local media
 - 4) A notice posted on the City's Internet web site at www.manchesternh.gov.
- (ii) The City will encourage participation by low and moderate income persons by including agencies that represent such persons in its mailings and requesting that such agencies help publicize opportunities for participation. All of the opportunities described in section (i) above, are accessible to low and moderate income persons. (iii) The City will work with Manchester Housing and Redevelopment Authority (MHRA) to encourage participation amongst residents of public housing complexes. Towards this end the City will

hold public meetings at both of the City's Public Housing Complexes to facilitate access by residents of the public housing residents.

III. Citizen Comment on the Citizen Participation Plan and Amendments

The City released a draft version of the original Citizen Participation plan for public review and a seven-day public comment period. A notice of the plan's release was published in the Union Leader and sent to persons on the City's Citizen Participation mailing list, and a press release was sent to local media. Comments received were reviewed and considered for inclusion in this final version of this Citizen Participation Plan. Should any amendments be made to the Citizen Participation Plan, the City will again follow the same procedures.

B. Development of The Consolidated Plan

I. Availability of Information

The City of Manchester will make available to citizens, public agencies and other interested parties information that includes the amount of assistance the City expects to receive and the types of activities that may be undertaken through the programs to be addressed by the Consolidated Plan.

The City does not anticipate displacement of persons through any of its federal programs. If displacement is considered, however, the City will utilize the mechanisms for citizen participation described in this plan in determining how to minimize such displacement.

II. Release of Proposed Consolidated Plan

The City's proposed Consolidated Plan and any amendments to the plan will be released for a 30-day public comment period. The City will make copies of the draft document available at the main branch of the Library, the West Side Library and the Department of Planning and Community Development at City Hall. Members of the public will have an opportunity to comment on the contents of the document during the 30-day period. Where possible, the City will provide the document electronically to citizens and groups that request it. The City will publicize the release of the proposed Consolidated Plan through a press release to local media, a notice summarizing the plan in the Union Leader, and letters sent to persons on the citizen participation mailing list.

III. Public Hearings

The City will hold a minimum of four public hearings during the year that the Consolidated Plan is formulated. The hearings will be held early in the plan's development. Encouragement of participation is discussed above in section (a)(2)(i).

IV. Public Comment Period

The City will release the proposed Consolidated Plan for a period of thirty days to receive public comment. Procedures for publicizing the release of the document and providing public access are described in section (b)(2), above.

V. Citizen Participation Plan

The City will consider all oral and written testimony received for the development of its Consolidated Plan. A summary of all such comments along with the City's response will be included as an attachment to the final Consolidated Plan.

C. Amendments

I. Criteria For Amendment To Consolidated Plan

The City may determine, during the period covered by the Consolidated Plan, that an amendment to the plan is required. Criteria for initiating such a change include a significant shift in the City's community development needs. Particularly, if the City determines a need for a substantial shift of CDBG, HOME or ESG funds from one eligible activity to another, such an amendment will be initiated.

II. Public Notification and Comment Period

If the City proposes an amendment to its consolidated plan, the proposal will be publicized by the following means: a notice in the Union Leader, a letter sent to persons on the city's citizen participation mailing list, and a press release to local media. The City will provide a **30-day** public comment period regarding any amendment to the Consolidated Plan.

III. Response to Comments

In the event that the City amends its Consolidated Plan, it will review and consider all testimony received regarding an amendment. A summary of these comments and the City's response will be attached to the amendment of the Consolidated Plan. City will notify local agencies that serve non-English speaking residents of public hearings should there be determined a need.

D. Performance Reports

I. Public Notification and Comment Period

The City will announce the release of performance reports (Comprehensive Annual Performance Evaluation Report) through a notice in the Union Leader. Copies will be available at the main branch of the Library, the West Side Library and the Department of Planning and Community Development at City Hall. The City will provide a 15-day period for the public to submit comments on such reports prior to submitting them to the HUD.

II. Response to Comments

The City will consider all comments it receives for use in preparing the performance reports. A summary of these comments and the City's response will be attached to the performance reports.

E. Public Hearings- Action Plan

I. Purpose

The City will conduct **two** public hearings each year, to obtain citizens' views and to respond to proposals and questions. The hearings will be held at two different stages of the program year and are intended to obtain the views of citizens on housing and community development needs. One of the two hearings will be scheduled before a draft version of the Annual Action Plan submission is prepared.

II. Notification

The City will publicize public hearings via the following means: 1) letters sent to community leaders and all persons who have requested to be on the mailing list; 2) a notice in the Union Leader; 3) a press release sent to local media; and 4) a notice posted on the City's Internet web site at www.ci.manchester.nh.us.

III. Scheduling

Public hearings will be held in universally accessible facilities located through out the city. Public hearing sites include but are not limited to the following locations; the Manchester Community Resource Center, The West Side Library, Manchester Senior center and the Aldermanic Chambers at City Hall. The City will schedule such meetings after working hours to maximize accessibility to low income persons.

VI. Needs of non-English Speaking Residents

The increase accessibility to non-English speaking residents, the City will work with these agencies to determine the method of increasing such accessibility.

F. Availability to the Public

The City will make copies of the Consolidated Plan, any amendments to the Consolidated Plan and reporting documents available at the main branch of the Library, the West Side Library, the City's web-site and the Department of Planning and Community Development at City Hall.

G. Access to Records

Citizens may view information and records relating to the Consolidated Plan, by appointment. Persons may either view the documents at the Department of Planning and Community Development or pay the standard City photocopy rate to have copies made.

H. Technical Assistance

The City will provide technical assistance to groups that wish to develop and submit proposals for funding assistance under the programs covered by the Consolidated Plan. This technical assistance will include information sessions to instruct potential subrecipients how to apply for funding, and individual assistance upon request.

I. Complaints

The City will provide a written response to written complaints regarding the consolidated plan, amendments, and performance reports within fifteen business days of receipt of such complaints.

J. Use of Citizen Participation Plan

The City will follow this citizen participation plan during the Consolidated Planning process and during the administration of the programs covered by this plan.

K. Jurisdiction Responsibility

The requirements for citizen participation shall not restrict the responsibility or authority of the jurisdiction for the development and execution of its consolidated plan. The sole and final responsibility and authority to make determinations regarding the use of the City's CDBG, HOME, ESG funding and other community development programs rests exclusively with the Board of Mayor and Alderman.

Part 3 – Strategic Plan

Part 3 – Strategic Plan

Key Strategies

Strategy #1: Center City Neighborhood Revitalization

As a result of the City's financial commitment to neighborhood revitalization and the implementation of the Enterprise Communities program during the last five years, the inner city has experienced a rebirth. Deteriorating and abandoned housing has been converted into affordable housing opportunities for low-income families. Residential vacancy rates have been reduced to healthy levels. Parks, streets, sidewalks as well as water and sewer systems have been upgraded. Job training programs have been established by The Manchester Community Resource Center resulting in employment opportunities for the families that live in the community. Although many positive actions have taken place and reinvestment has had a beneficial impact on the inner city, there are several neighborhoods in Manchester that have not been addressed. In as much as the Enterprise Communities Program has come to a close, the City has established a new Neighborhood Revitalization Strategy Area (see Map).

The Center City Neighborhood Revitalization Strategy will continue to include a comprehensive approach designed to: improve the infrastructure; increase the number of affordable, safe and sanitary housing units in the neighborhood; increase the number of available jobs; and effect physical and social improvements that will create and maintain a "livable" environment.

Strategy Elements

- The Center City Neighborhood Revitalization Strategy will emphasize the empowerment of low and moderate-income persons and focus its activities in the designated Neighborhood Revitalization Strategy Area.
- Insure a safe environment through crime prevention and police enforcement programs.
- Rebuild decaying neighborhood infrastructure that includes the City's parks, city streets, sidewalks and utilities.
- Remove abandoned and burned out buildings that have been labeled blighted property.
- Increase homeownership opportunities and assistance to homeowners to rehabilitate their properties.
- Support job training and skills enhancement as a part of the programs offered by the Manchester Community Resource Center.
- On a selective basis, consider support of rental housing rehabilitation projects that further the objectives of the adaptive reuse of underutilized properties.
- To promote green space in the city, CDBG funds will be utilized to plant trees along public right of ways and in parks located in low-income neighborhoods.

The following are benchmarks that will be used to measure the progress of the strategy.

- Provide employment-related services to 4000 individuals from targeted neighborhood revitalization areas.
- Improve streets, sidewalks, lighting, traffic signalization, etc. in 3 to 5 neighborhoods.

- Add 210 affordable rental units to the City's housing stock.
- Rehabilitate 50 owner occupied housing units in the City's neighborhoods.
- Clean up a minimum of 10 blighted properties.
- Foster homeownership in the City's neighborhoods by assisting 50 low-income families purchase homes.
- Plant 300 trees within the City's neighborhoods.

Strategy #2: City Wide Economic Development

To achieve the goal of creating a vibrant economic climate and making Manchester a more desirable place to live while meeting the challenges associated with providing services, the City's Economic Development Strategy will continue to emphasize program elements that will:

- Increase the number of quality jobs Citywide.
- Improve the quality of life in the community.
- Revitalize the central core.
- Provide support to companies interested in starting up, relocating or expanding operations in the City.

The City will also continue to emphasize the ongoing development of an economically viable Central Business District. In the past few years the City has utilized CIP funds to transform the Downtown into a major destination. The revitalization of the Downtown and the Mill Yard, the availability of the Verizon Wireless Arena as a major venue, future full access to Interstate 293 via the Granite Street Gateway Corridor, connecting the East and the West sides of the City via the Hands Across the Merrimack pedestrian bridge and the development of a AA Baseball stadium in Singer Park has renewed interest in this area and attracted businesses willing to invest in the community.

The City will utilize the data that is being generated as a result of the Citywide Economic Development Study, the Downtown Development Plan, the Downtown Parking Study and the Survey of the Central Business District business owners to take advantage of future opportunities that will improve Manchester's economy.

Strategy Elements

Specifically, the following are key components of the City's economic development strategy.

- If approved by HUD, the Neighborhood Revitalization Strategy Area will include economic development initiatives that emphasize the empowerment of low and moderate-income persons with a continued focus on education, job training activities and comprehensive employment programs for residents of the designated target area.
- The City will continue to encourage small businesses to partner with the business incubator. The City will continue to assist new and emerging businesses develop in the Elm Street area and the Millyard district.
- CDBG administrative funds will be used to support the Manchester Destination Coordinators position, resulting in the development of vacant properties in the City of Manchester. This activity has led to hundreds of new jobs in the past few years and will lead to the creation of additional employment opportunities for low and moderate-income residents.

- CDBG funds will be used for Downtown municipal infrastructure including right of way improvements, sidewalk reconstruction, utility upgrades, streetscape furniture, installation of illuminated street arches, etc.
- The Manchester Economic Development Department will continue to administer the City's Revolving Loan Fund that was initially capitalized with CDBG funds to stimulate the economy and create jobs for low and moderate-income individuals.
- The City will utilize approximately \$6 million dollars of Section 108 loan funds to provide financial assistance to eligible firms and organizations to undertake economic development activities. Activities might include but are not limited to the following: acquisition of real property, rehabilitation of property, related relocation activities, related clearance, demolition and removal, interest payments and financing costs.

The following are benchmarks that will be used to measure the progress of the strategy over the next several years.

- Create 125 full time and 25 part time jobs as a result of new business development generated by the Amoskeag Small Business Incubator.
- Create a minimum of 50 jobs for low and moderate-income individuals as a result of processing 10 loans as a part of the revolving loan program.
- Create or retain a minimum of 250 jobs as a result of Section 108 loans and CDBG support of Manchester Destination Coordinator.
- Improve 18 to 20 blocks in the Downtown area resulting in increased property values.

Strategy #3: Homeownership and Affordable Housing Development

In response to the findings of the Mayor's Task Force on Affordable Housing, the City will continue to make every effort to produce a balanced housing market that provides opportunities for all City residents ranging from upscale market rate housing to affordable housing.

Historically, Manchester has had a relatively balanced split between its rental housing and its housing that is owned. In the last few decades, the number of rental units has increased while homeownership has decreased, especially in Manchester's inner city neighborhoods. According to 2000 Census data, fifty-four percent of Manchester's 45,892 housing units were renter occupied. Although the City has increased the number of homeowners in the past five years by assisting 21 low-income families purchase homes, the number of renters still exceeds the number of homeowners. As such, the City will continue to encourage homeownership programs.

Due to the fact that rents continue to increase and low-income families are still paying in excess of 30% of their income on rental housing, the City will continue to work with private developers and non profit organizations to produce additional units of quality affordable rental housing. According to the 2004 New Hampshire Housing Finance Authority Survey, the average rent for a two-bedroom apartment in Manchester has increased 55% since 1995 from \$573/month to \$1,036/month. Table DP-4 Profile of Selected Housing Characteristics of the 2000 Census states that 34% of the households occupying rental units are paying in excess of 30% of their income on gross rent. 26% of those households are paying in excess of 35% of their income on gross rent. In

addition to increasing rents, it is important to note that a significant number of rental units are being lost to condominium conversions.

The general approach for this strategy is to continue to encourage new homeownership opportunities for individuals and families that generally would not consider or pursue homeownership opportunities, to support neighborhood revitalization by providing funding to improve homeowner's properties and to encourage the development of additional affordable rental housing units.

Strategy Elements

- Support homeownership-training programs that help low-income households understand the responsibilities of homeownership and assist people with financing in order to obtain a home upon graduation from the program.
- Utilize HOME funding to provide subsidies to low-income families to assist them with the downpayment and closing costs associated with purchasing a home.
- Utilize HOME and/or CDBG funding to develop homeowner rehabilitation programs for inner City neighborhoods and other areas of the City deemed in need of assistance. Areas outside of the existing urbanized core are already developing in a primarily homeownership pattern and do not require assistance.
- Continue to explore opportunities to help low-income first time homebuyers meet increased costs associated with purchasing, renovating and maintaining a home.
- Utilize HOME funding to provide incentives to both for-profit and non-profit developers to produce affordable rental housing. Affordable housing initiatives should include a mix of new construction and adaptive reuse of existing properties to maintain a vacancy rate that is consistent through out the entire city.
- Utilize CDBG funding to enforce fair housing and advocate for individuals who have been discriminated against.

The following are benchmarks that will be used to measure the progress of the strategy.

- An increase in the number of available subsidies to assist low-income families with the acquisition of their own home.
- An increase in the number of owner-occupied properties in City neighborhoods. Assist a minimum of 50 low-income families purchase homes.
- Provide homeownership counseling to 2000 individuals.
- A balance of owner-occupied and rental units that approaches a 50-50 split.
- Rehabilitate a minimum of 50 housing units occupied by low-income families.
- Develop a minimum of 210 units of affordable rental housing.
- Conduct 100 fair housing tests, distribute 4000 fair housing brochures, train 50 individuals to become fair housing testers and provide fair housing counseling to 500 individuals.

Strategy #4: Improve Access to City-Wide Transportation

To achieve the goal of providing a variety of travel modes to insure that Manchester is accessible for work, shopping, play and interconnected to the surrounding region, the City will utilize all sources of local, state and federal funding to implement the strategy elements that are outlined below.

Strategy Elements

- Provide a more coherent signage package.
- Provide a suitable location for a rail station and multi-modal center.
- Complete the connection of a pedestrian/bicycle connection between the east and west sides of the City.
- Develop a strategy for a comprehensive bicycle and pedestrian access plan in a number of the City neighborhoods.
- Develop a strategy and program to better address and provide services for special needs persons and the low and moderate-income population.
- Upgrade access to the Airport.
- Upgrade the terminal and runways of the airport in addition to providing additional soundproofing for neighborhoods immediately adjacent to the flight patterns.

The following are benchmarks that will be used to measure the progress of the strategy.

- Establish a transportation collaborative that results in the implementation of a transportation system that meets the needs of all of Manchester's citizens.
- Installation of paratransit scheduling software at the Manchester Transportation Authority (MTA) to accommodate the needs of disabled passengers.
- Addition of five new 20-24 passenger ADA accessible lift vans to the MTA fleet.
- Addition of five new 30-35 heavy-duty low floor wheelchair accessible transit buses to the MTA fleet.
- Increase the number of flights arriving and departing from the Manchester Airport.
- Installation of a citywide signage package.
- Bicycle pedestrian access that extends from the East Side of the City to the West Side of the City.
- Selection and purchase of a site to serve as a rail station and multi-modal center.
- Produce a comprehensive bicycle and pedestrian access plan.

Strategy #5: Multi-cultural Health, Human and Elderly Services

The City is fortunate to have active and experienced agencies working together in close cooperation offering a strong health and human services network for Manchester residents. These organizations include the Greater Manchester Association of Social Service Agencies, and the Healthy Manchester Coordinating Committee which represents dozens of agencies that work together to support citizens in a comprehensive manner. The City will continue to utilize entitlement funding and other sources of local, state and federal funding to support agencies such as these. This network of non profit organizations and City departments provide social, medical and other services to Manchester's less fortunate citizens including immigrants and refugees.

Due to Manchester's designation as a refugee destination, a variety of new issues have arisen with reference to this population's access to services and assimilation to a new lifestyle. Translation services, lead poisoning prevention and basic education on the skills that are required to live in an apartment with utilities and appliances are essential to transition refugees into the community. Families who have decided to immigrate to Manchester from other countries are facing similar challenges.

In as much as the elderly currently represent 13% of Manchester's population and the number of retirement-age citizens is expected to increase over the next five years, the City will continue to support the agencies that service the needs of the community's aging population.

The City's continued support of agencies and organizations, its commitment to a high quality of life for all of its citizens will ultimately also have an economic benefit as it strives to compete with other communities in a competitive market and rapidly changing economy. The quality of life for the workforce and labor pool and the satisfaction of Manchester residents with the community is a factor for companies considering a move to or an expansion of their presence in the City. As Manchester's economy continues to grow, the seemingly unrelated strategy of support and assistance to Health and Human Services Agencies is essential to sustain economic expansion. The City's ability to provide the basic services necessary to keep people housed, educated and healthy has become an important factor in the effectiveness and success of its economic development strategy. Ultimately this impacts on City's ability to provide additional services to its citizens and new refugees not financially able to access such services.

Strategy Elements

- Provide pharmaceuticals, health care and dental service to low and moderate income individuals.
- Provide community level HIV prevention intervention programming.
- Coordinate and support implementation of language interpretation service network to provide refugee and immigrant populations with access to all essential services.
- Utilize CDBG funding to provide affordable daycare for low-income families.
- Offer after school tutoring and recreational programs to youth residing in the inner city.
- Provide support and services to Manchester's frail elderly.
- Utilize available resources to assist non-profit organizations with the upkeep and maintenance of their buildings that serve as points of service.

The following are benchmarks, that can be used to measure the progress of the strategy over the next several years.

- Distribute prescription medications to 2500 uninsured low-income individuals.
- Provide dental services including oral health screenings to 15,000 individuals.
- Benefit a minimum of 20,000 individuals as a result of providing medical care to the uninsured.
- Financing provided by the City will result in the renovation of ten buildings owned and operated by human service agencies.
- Affordable daycare services will benefit a minimum of 1000 low-income families.
- Provide 490,000 hot meals to 4500 of Manchester's frail elderly.
- Enrich the lives of Manchester's youth by providing after-school programming to 5000 income eligible youth.
- Assist a minimum of 100 immigrant or refugee families by providing language interpretation services.
- HIV intervention prevention services to 1500 individuals.

Strategy #6: Emergency Shelter, Transitional Housing & Strategies For The Homeless

All homeless providers that are funded in accordance with this Action Plan are part of a local Continuum of Care designed to provide timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual's or family's ability to attain and maintain a stable living environment.

As always, local funding will focus on the most vulnerable homeless and those providers that offer a comprehensive approach to homelessness. The City's Emergency Shelter network provides safe, temporary living accommodations for homeless men, women and families. Due to the poor economy and the high cost of housing, the demand for emergency shelter beds continues to increase.

In addition to emergency shelter, case management is provided to facilitate the transition from homeless to permanently housed. Case management services include important linkages with mainstream programs including health, employment, mental health and substance abuse referrals, food and clothing. Shelters serving families include service linkages with other family service providers including childcare, education, immunization, wellness programs and family counseling. Without emergency shelter, the most vulnerable of the homeless would be forced to live on the streets subject to the severity of the elements and potential victimization.

Emergency shelters refer individuals to transitional housing programs when it is determined that there is a high likelihood that the individual or family is prepared to move along the continuum of care to permanent housing. Direct entry to transitional housing is available from community based referral services. Manchester's transitional housing programs are serving single women with children and single men.

Strategy Elements

- Support the organizations that provide shelter, food and the services required to meet the needs of Manchester's homeless.
- Develop housing to accommodate homeless individuals transitioning from shelters into permanent apartments.
- Continue to collaborate with non-profit organizations to operate a security deposit program.
- Participate in the Continuum of Care process to access available resources to meet the needs of Manchester's Homeless.
- Offer outreach to homeless individuals that do not access services from the traditional shelter setting.

The following are benchmarks, which can be used to measure the progress of the strategy over the next several years. Add benchmarks

- Working with a number of community players, develop a "Strategy to End Chronic Homelessness".
- Provide 175 units of dental service to homeless individuals.
- Outreach, crisis intervention, emergency shelter to 625 homeless and runaway youth.

- Housing counseling and advocacy services to assist 1000 individuals who are homeless or at risk of homelessness to obtain and succeed in permanent housing.
- Provide secure housing to 500 women and children who are victims of domestic violence.
- Provide emergency shelter to 1000 men, women and children.
- Provide transitional housing to 1150 men, women and children.
- Distribute 82,500 bags of food to needy families.
- Secure permanent housing for 300 families by providing security deposits.

Strategy #7: Recreation

The recreational and open space areas of the City play an important role in the community and contribute to the quality of life that attracts new families as well as businesses.

Throughout the City there are a number of selected areas that need new or expanded park and recreation facilities. However, given the limited funds available to address park needs, current facilities and programs that are heavily used and in need of repair are given priority. The attention to such facilities in CDBG eligible areas has for many years been accomplished through the expenditure of a significant portion of the City's entitlement grant. This emphasis on recreational facilities in CDBG eligible, (i.e. mainly inner city) areas has resulted in most of the facilities having been improved. As a result, the city has utilized CDBG funding to support youth recreation activities that benefit Manchester's disadvantaged youth. The City will continue to utilize CDBG funding to upgrade the community's recreational facilities in income eligible areas as well as support youth recreation activities. It is important to note that the City will commit other sources of funds to improve recreational facilities in other parts of the community.

Strategy Elements

- Utilize CDBG funds to provide youth recreation programs to income eligible youth.
- Support the rehabilitation of parks and playgrounds in CDBG income eligible areas.
- Upgrade school recreational facilities located in income eligible areas.
- Provide organized after school youth recreation to children in public housing complexes.
- Provide for increased conservation areas within the City.
- Encourage trail systems that connect with City parks and large natural areas both within the City and in adjacent communities.

The following are benchmarks that can be used to measure the progress of the strategy over the next five years.

- Provide youth recreation activities to 3200 children residing in the inner city and public housing.
- Upgrade 5 school recreational facilities.
- Rehabilitate 5 neighborhood playgrounds and 5 city parks.
- Develop a comprehensive parks master plan that will identify the needs of the City for the next 10 years and provide a maintenance management plan.
- Include provisions of the parks master plan in the Citywide Master Plan to be developed in conjunction with the Planning Board.

Strategy #8: Infrastructure Improvements

A planned program providing for adequate maintenance, appropriate improvements and necessary expansion of the City's infrastructure is vital to the City's physical and financial integrity. Systemic identification and resolution of infrastructure defines and ensures that City residents will not be unfairly burdened by the need to address costly emergency repairs or rehabilitation of parks, bridges, roads sewers, parking facilities etc. Through the multi-year Community Improvement Plan infrastructure needs are addressed in a prioritized manner that sequences the improvements so as not to unduly burden the Manchester taxpayer. CDBG funding will be utilized over the next five years to improve the infrastructure of income eligible census tracts as well as the Neighborhood Revitalization Target Area.

Strategy Elements

- Improve ADA Access to infrastructure. (universally accessible ramps and curb cuts).
- Street and road improvement and reconstruction.
- Improvements to the water, drainage and sewer systems.
- Sidewalk construction and reconstruction.
- Parking garage improvements.
- Bridge repair and rehabilitation.
- Improvements to the City's parks and recreation facilities.
- Upgrade traffic control system.

The following are benchmarks that can be used to measure the progress of the strategy over the next five years.

- Replace 7000 lineal feet of street, sidewalk, curb and drainage lines.
- Add 300 accessible curb cuts.
- Improve 5 to 7 park facilities.
- Increase the number of bridges that comply with acceptable standards.
- Increase the number of public parking spaces that are available in the City.
- Increase water and sewer main capacity in the City.

Strategy #9: Airport Improvements

One of the primary tools in developing a strong economy is the development of a first class airport. Manchester has achieved this goal by implementing a multi-year airport/terminal expansion plan. Since 1996, \$190,000,000 has been expended to construct a state of the art terminal including a 4,500 car-parking garage and access road improvements to accommodate runaway expansion as well as increased traffic. Over the next five years, the City will invest \$351,875,000 to accommodate future expansion.

Strategy Elements

- Airside improvements.

- Roadway and parking improvements.
- Terminal and building improvements.
- Equipment replacement.
- Property acquisitions.
- Residential sound insulation program.

The following are benchmarks that can be used to measure the progress of the strategy over the next several years.

- Increase the number of flights arriving and departing from the Manchester Airport.
- Increase the number of jobs being created as a result of the airport expansion.

Strategy #10: Tools For Governing

The focus of this strategy is to improve the quality of City services in the most cost- effective manner possible through special projects that enhance the “tools for governing”. For example, to supplement it’s existing services, the City has initiated an Americorps* VISTA Project. Currently, there are seven VISTA members assigned to a variety of programs including: housing advocacy, immigrant and refugee initiatives, pocketbook therapy for seniors, public health initiatives, adult learn to read, human service delivery systems, youth based initiatives, homeless veterans’ residential needs and center city neighborhood revitalization. During the next five years, the City VISTA Project intends to expand to include a total of 13 to 15 members. In addition to the VISTA project, other initiatives will include the administration of Entitlement funding, planning studies and ADA training and technical assistance. As in the past, the HUD funds will be used to leverage larger commitments of funds from other sources.

Strategy Elements

- Increase the level of City services by utilizing VISTA volunteers in City Departments.
- Procurement of consultants to conduct studies and analyses that cannot be accomplished by the Planning Department staff.
- Support City staff time necessary to provide ADA training and technical assistance.
- Utilize CDBG funding to support Grant Originator and Natural Resource Coordinator positions.
- Master Plan update.

The following are benchmarks, which can be used to measure the progress of the strategy over the next several years.

- 13 to 15 VISTA volunteers working in the community annually providing services valued at \$5,000,000 over the next five years.
- Complete 8 to 10 neighborhood-planning studies.
- Produce a comprehensive Planning Master Plan that will identify the needs of the City for the next 10 years.
- Secure \$7.5 million of grant dollars from local, state and federal sources to supplement City services.

- A minimum of 20 ADA training sessions will be held to provide employees the knowledge necessary to accommodate the needs of Manchester's disabled citizens.

Strategy #11: Public Safety

The Public Safety component of the Consolidated Plan primarily includes the facilities associated with safety but also to some extent special safety programs. In light of the ever-present threat of acts of terrorism, public safety cannot be ignored. Initiatives annually funded as a part of the Community Improvement Program include Fire Fighting and Prevention, Police Protection and Crime Prevention as well as Homeland Security.

Strategy Elements

- Provide a variety of health care services to improve the health of Center City residents and control disease.
- Support policing activities designed to reduce crime in the community.
- Utilize available resources to prepare Police, Fire and Health Departments to respond to acts of terrorism.
- Support fire prevention activities designed to reduce the number of fires in the community.
- Eliminate architectural barriers in City Buildings

The following are benchmarks that can be used to measure the progress of the strategy over the next several years.

- Benefit a minimum of 20,000 individuals as a result of providing medical care to the uninsured.
- Reduce crime rates in the community by 10% (activities not funded with Entitlement funding).
- Decrease the number of fires in Manchester by 20% (activities not funded with Entitlement funding).
- Improve universal accessibility in 25 public buildings.

Strategy #12: Education

The activities to be accomplished as part of the City's Education Strategy are 1) an increase in school capacity – particularly at the middle and high school levels; and, 2) major improvements to school facilities. These projects are primarily funded by sources other than HUD funds. To the extent that CDBG dollars will be expended on school facilities, the motivation will be to rectify ADA deficiencies identified as part of the City's Accessibility Strategy.

During the past few years, the Community Improvement Program has prioritized both the expansion of school facilities and the renovation of existing buildings.

In 2003 the City and the School District began to implement a comprehensive school improvement program that was bonded in excess of \$100 million dollars. The project includes additions and other capital improvements designed to bring all Manchester schools up to acceptable standards. Construction is scheduled to be completed in 2006. For FY 2005, the renovation of the Clem Lemire Sports Complex at Memorial High School is a major part of the Community Improvement Program. Upon completion of the \$4.4 million dollar project, the complex

will feature a new synthetic field, a 400-meter running track, sports lighting, stadium bleachers, a new parking lot and support buildings.

Strategy Elements

- Provide improved condition of all schools.
- Provide added capacity at the middle and high school levels.

The following are benchmarks that can be used to measure the progress of the strategy over the next several years.

- Complete the comprehensive renovation of all twenty two school facilities within the City.
- Complete additions to: Central High School, West High School, Memorial High School, Hillside Middle School and Southside Middle School.

Affordable Housing Needs Narrative

The City identified, in its 2000 Consolidated Plan, an affordable housing strategy that was based upon an analysis of 1990 Census Data and previous housing plans. It included an analysis of real estate market conditions, demographic patterns, the economy and input from the City's housing providers. For purposes of developing this plan, 2000 census data has been used to update information. Additionally, our assessment of the City's housing needs was based on a review of statistical information pertaining to age, type and condition of housing stock, income of residents, incidence and type of housing problems, age patterns and other needs of residents such as transportation requirements. The resulting affordable housing strategy focuses on a need to develop more affordable rental housing units, especially units that will accommodate larger families. Additionally, the City will continue to encourage the development of homeownership programs for low-income families in the Community. For purposes of the Consolidated Plan the City will continue to focus its efforts in these two areas.

Assignments of Priorities

Housing problems -Overcrowding and physical defects. This data was obtained from HUD's special tabulations that was part of the 1990 Census and other information obtained from housing providers in the City. This information obtained indicates that the greatest incidence of housing problems are experienced by the extremely low and low-income citizens. Large, extremely low and low-income families that rent housing in the City experience the greatest amount of difficulty securing affordable housing followed by extremely low-income owner households. The problems of very low-income renters, especially large families, was documented in information obtained from the network of housing and service providers. The City has assigned a high level of need in its Priority Needs Summary Table regarding physical defects for both extremely low-income owners and renter households. In terms of overcrowding, it has been noted by housing providers that a persistent problem in the City continues to be both large and small families that are doubled-up because of the high cost of housing.

Cost Burdens

The City's analysis of housing cost burdens indicates that the extremely low income households regardless of size or the length of time they have resided in the City continue to expend the greatest proportion of their income for housing costs. Extremely low-income large rental households and small rental households have the greatest cost burdens and have been designated as high priorities in the Needs Table. Moderate income renter and owner households experience cost burdens that are similar and the City views their needs as low, moderate or nonexistent.

Specific Housing Objectives.

Manchester has recovered from the effects of a significant decline in real estate market values that it experienced in the late 80's and early 90's. Vacancy rates at that time were as high as 20%. During 1999 the vacancy rate was down to 1.6% and now has leveled off at 4.3%. The City has responded to these conditions through the development and the continued implementation of a comprehensive neighborhood revitalization strategy (local term) that has addressed deteriorated and substandard housing units in these neighborhoods. This strategy involves the elimination of negative influences that cause deterioration, both physical and social. An important element in this effort has been the focus on an increase in the number of owner occupied properties in these neighborhoods. The First Time Homeowners Program, operated by Manchester Neighbourhood Housing Services has met with considerable success. Although real estate values have increased significantly since their precipitous fall in the early 90's, the City's First Time Homeowners Downpayment Program, low mortgage interest rates and the commitment of area banks to making loans in these neighborhoods has resulted in the purchasing of homes by numerous low income families. The City believes that their stake in the area has resulted in well maintained properties and a greater awareness and reaction to the crime and various illicit activities that have been both the cause and result of the deterioration of the neighborhoods. Since 2000, the Center City has been experiencing a steady rebirth as a direct result of the City's own Neighborhood Revitalization Strategy.

The City has used HOME funds to assist Manchester Neighbor Housing Service (MNHS) establish the noted Homeownership Program. It offers training and provides financing including downpayments and closing cost assistance, which traditionally have served as a barrier for most lower income families attempting to become homeowners. For properties purchased that require improvements or substantial rehabilitation, supplemental assistance is also available through funding obtained by MNHS through the City's CDBG and HOME programs. The Homeownership Program provides renters desiring to be homeowners with an understanding of the requirements that homeownership brings as well as budgeting and management skills necessary to maintain their home. This popular and successful program was one of MNHS' first activities in its efforts to revitalize the East side inner city neighborhoods.

The City working with local agencies has aggressively marketed homeownership opportunities in an effort to develop pride in the community. The City has encouraged the cooperation of minority advocacy organizations in an effort to increase the number of minorities owning homes. Hispanics and African-Americans have been identified as disproportionately underrepresented in terms of the number of homeowners relative to the total population. Accordingly, major efforts will be taken to increase homeownership by Manchester's minorities.

Relative to the City's strategy to provide additional affordable rental housing, efforts will continue for such housing by providing HOME and CDBG funding for rehabilitation and construction of rental properties where appropriate. An increase in the number of decent and affordable larger two and three bedroom units continues to be major strategy, as the needs of large families has been identified by area housing provides as a serious problem. The City will continue to encourage first time homebuyers by allowing applicants access to available funding on a year round basis. In the past, the City allocated a considerable portion of its HOME and CDBG monies to the rehabilitation and construction of large multi-unit structures, efforts will be made to ensure that funding is readily available for affordable housing for smaller properties that make up the majority of the City's neighborhoods. Marketing of the City's housing program has been revised and expanded to facilitate the participation of the greater number of families.

In addition, the City will continue to support the efforts of the Manchester Neighborhood Housing Services and Manchester Housing and Redevelopment Authority. The City recognizes the vital role each organization plays in the provision of affordable housing and the revitalization of the Community and will continue supporting these programs.

Consideration will also continue to be given to proposals that call for rehabilitation of large multi-unit structures. Approval however, will be contingent upon an assessment of the project's overall impact and improvements that will result for the surrounding neighborhood and the degree to which the project is consistent with the goals of the City for the specific area. In the case of projects that propose the demolition of existing buildings with replacement by new construction, documentation of cost effectiveness will be required.

It is anticipated that approximately 310 extremely low to moderate income households will be assisted through the use of HOME and CDBG funds allocated for the creation of decent and affordable housing.

Tenant based rental assistance in the form of security deposits will continue to be part of the City's strategy to provide affordable housing. The City will make available a portion of its HOME allocation to fund this activity. The Way Home continues to administer the Security Deposit Loan Fund Program for the City by providing security deposit assistance and associated tenant counseling to over 60 extremely low and low income families. Assistance in this form has played an important role in preventing families from becoming homeless. Funds made available over the next five years are anticipated to provide assistance to approximately 320 extremely low and low income individuals and families.

Another element of the City's affordable housing strategy is a focus on the elimination of lead based paint hazards that are frequently identified through inspections made by the Health Department Staff or through property owners requesting information and/or assistance. Lead Paint Abatement efforts in the City are administered by the City's Health Department and the Lead Hazard Control Grant Program managed by the Planning Department. That coordinates efforts with Partners against lead poisoning with funding obtained from the government.

The development of an affordable housing strategy required not just an analysis of the housing needs of the Manchester citizenry but also an overall assessment of the current market trends and conditions and other Community needs that ultimately will impact upon the success of the City's efforts to provide long term decent

and affordable housing. Past experiences with housing rehabilitation programs demonstrate that simply expending funding to rehab properties in deteriorating neighborhoods without addressing other negative influences in the neighborhoods have proven to be ineffective over time. Accordingly, the City has sought to take a holistic approach in the expenditure of HUD and City funds in its efforts to provide affordable housing and allow all city residents increased opportunities and choice in the selection of housing throughout the City.

Additionally, the City complements its expenditure of CDBG and HOME funds on housing through the allocation of funds for infrastructure improvements, recreational facilities, neighborhood centers, crime patrols and other improvements designed to significantly improve the surrounding neighborhoods. Public service activities such as daycare for low income working parents, budget counseling, health assistance, youth recreation and various other activities are also funded to support the needs of Manchester's poorest citizens beyond housing. Through this approach the City hopes to ensure that once affordable housing is provided, its quality and that of the surrounding neighborhoods will not deteriorate so that benefits from such efforts will remain for the long term.

The City has begun to utilize an Affordable Housing Trust Fund to effectively help finance a number of affordable housing programs and projects. The Affordable Housing Trust Fund was a key portion of the Housing Task Force Report.

Homeless Needs Narrative

Manchester's Continuum of Care is comprised of group of community based organizations that provide housing and supportive services for the City's homeless and near homeless populations (see attachment 10 for a list of Continuum of Care Members). According to its mission, the prevention of homelessness and the movement out of homelessness requires that the cost of housing be affordable for households with low to extremely low incomes. With the vacancy rates in the City estimated at around 4.1%, the competition among low-income families for available housing is great, especially for homeless individuals and families with poor rental histories. Although the vacancy rate has increased from 2% to 4.1% in the last 5 years, the low-income population is the group most affected. The lack of affordable larger rental units in the City is another serious problem for large families. The cost of housing has risen an average of 38% in the past four years, with some rental units nearly doubling in cost. It has been estimated that it takes 140 hours of work at minimum wage to afford the average cost of a rental unit in the City.

The ability to provide and maintain decent and affordable housing in a suitable living environment is linked to the City's success in the elimination of the causes of neighborhood deterioration. A key Strategy:

- To build partnerships with nonprofit and private housing developers to increase the number of affordable housing units that may be available for households served by Continuum of Care agencies. Also work with these developers to support the development of affordable housing for the long-term.
- To work with agencies that educate tenants to build good credit/rental history reports and to update and/or correct reports that are inaccurate.
- To build public awareness of housing needs and strengthen the commitment of the community, local businesses and elected officials to assure that safe, affordable housing for residents at all income levels is promoted.

- To advocate for the expansion of rent subsidy programs in order to reduce the cost of housing for low-income individuals and families.
- To build a network that supports landlords in the City that take risks on households who would otherwise be excluded by tenant screening rules.

Unsafe Housing Conditions:

Often low-income families are displaced from affordable housing due to unsafe conditions in the rental unit. Older housing stock in the City needs to be maintained to prevent lead paint from deteriorating into a hazard that may lead to the poisoning of a child. Temporary housing is frequently needed during periods of time when apartments are undergoing lead paint abatement.

Strategy:

- To support plans to create temporary housing with supportive services for families with special needs, particularly those with children at risk of lead poisoning.

Homeless Veterans

Currently, many different service providers in the City, including New Horizons, Helping Hands, Robinson House and Liberty House assist veterans. An identified need for the Continuum is the availability of programs that are providing the best possible service to veterans.

Strategy:

- Support the continuation of homeless outreach services of the Veterans Hospital and Liberty House
- Advocate for increased services for veterans within existing shelters and homeless programs.
- Work with Veteran organizations to consider whether special programs should be developed to meet the needs of homeless veterans.

Homeless Youth - Access to Education:

School-age homeless youth in Manchester are found in the City's shelters and transitional housing programs. The School District works closely with the Continuum of Care, the YMCA and Child and Family Services. Child and Family Services opened its Transitional living program to assist youths that are homeless. This program also has a day component to allow youths to receive supportive services, employment training and a place to do their laundry.

Strategy:

- Seek to continue the support of the study skills center program.
- Coordinate a donation center for school supplies that may be used by youth participating in the program.
- Establish a support group for homeless teens.
- Work with the Student Assistance Program in Manchester's schools to support the special needs of the homeless teen population using the school setting.

Homeless Youth – Housing Needs:

The prevalence of adolescent runaway, homeless or throwaway youth is an increasing problem in Manchester. Child and Family Services and New Horizons report a growing number of young adults [under 18 years of age] trying to access emergency shelter and transitional housing. Many 17 year olds mistakenly believe that they are emancipated because NH state law treats criminal activity of a 17 year old as part of correctional system. The juvenile justice system no longer has jurisdiction over 17 year old criminal offenders, but the child protective laws clearly state that a parent or legal guardian is responsible for the child's safety through their 18th birthday. As minors, they are not eligible for welfare assistance or housing services. Therefore young adults under the age of 18 are eligible to apply for housing services or welfare assistance, leaving these children who are not financially independent, potentially homeless in the City.

Strategy:

- Advocate for significant policy changes through association with the Children's Lobby and the NH Division of Children and Families.
- Work with the NH Children's Lobby to help advocate for homeless youth and seek legislative support for homeless youth issues.
- Seek to expand the number of emergency beds for runaway and homeless youth in the City.
- Consider the development of a safe haven for youth within the local shelter system. Assist area agencies in providing intensive mentoring services to homeless youth to aid in accessing housing and maintain an educational program.

Transitional Housing:

A number of quality Transitional Housing Programs currently operate in the City. Housing is supplemented by a supportive service component that has proven to be the key ingredient in allowing families to avoid homelessness in the future. Waiting lists for services provided by Manchester's Transitional Housing Programs continue to be very long. The Continuum of Care supports transitional housing that offers supportive services to the sub-population including: victims of domestic violence, people who abuse alcohol and other drugs, individuals exiting prison, single men, single women and families.

Strategy:

- Increase the number of units of transitional housing for all population groups.
- Increase cooperation between agencies dealing with transitional housing issues to make the process more efficient and information easier to obtain by the public.
- Develop aftercare programs for individuals and families that have completed transitional housing programs that provide services and supports that ensure stability in permanent housing.

Substance Abuse and Homelessness:

There are agencies that provide specific substance abuse housing to individuals who are dual-diagnosed, as well as others that provide emergency beds on a interim basis until a slot opens up in a treatment facility. Manchester has an increasing number of individuals that would directly benefit from these resources and

services. The majority of facilities available to this population provides short-term stays and does not specialize in substance abuse issues. After care services are generally limited. There are few agencies that provide long term care due in part to the cost associated with long term care. At the public hearings, the agencies suggested that there was a need for an environment that their clientele could transition to, then it would be easier for their clientele to maintain a lifestyle to which they are accustomed.

Strategy:

- Continue to support local Mental Health Agencies and their goal of providing permanent supportive housing for dually diagnosed people.
- Advocate for and support the development of women's recovery services and housing. Continue to expand the child care services offered in the City so women may attend evening programs.
- Continue to support current housing programs offered to single men in recovery and emergency services provided to individuals.

People leaving prisons/hospitals:

Manchester is the site of the Hillsborough County Jail, two regional hospitals and the Veterans Administration Hospital. Goffstown, a bedroom community of Manchester, is home to the state's only women's prison. Men and women leaving prison often have no permanent housing upon release and Manchester's shelter network is not equipped to deal with the special needs of this population.

Strategy:

- Work with area emergency rooms to establish protocol for treating and releasing homeless individuals.
- Work with the Department of Corrections to have a better exit plan or to provide case management for people recently discharged; possibly including an overview of facilities and services that could be provided and are available to these individuals.
- Build collaborative programs with the Department of Corrections to transition individuals leaving prison into permanent housing.

People living with AIDS:

In 1999 the Merrimack Valley AIDS Program took over management of the NH AIDS Foundation (NHAF) and it was renamed The Greater Manchester AIDS Project or "GMAP". The Greater Manchester AIDS Project (GMAP) of the Merrimack Valley AIDS Program is the area's AIDS service organization. They provide case management and support for high-risk populations including drug users, individuals who engage in unprotected sex and sexually active youth. People with AIDS often face discrimination in housing and disability benefits do not adequately cover the expense of housing in the City.

Strategy:

- Work with local organizations to address issues of discrimination in housing.
- Evaluate systems and accommodations, review policies of housing organizations.
- Work with local health care providers to increase their education and HIV screening services in homeless housing programs.

Homeless Women:

New Horizons serves as the emergency housing for single women and men and accepts persons who are active substance abusers. Since shelter clients are predominately male, it presents a difficult environment for women that have been victims of domestic violence or sexual assault. New Horizons has opened Angie's Shelter that serves women who are active substance abusers as well as those free of chemical addictions. This has increased the number of beds by 25.

Strategy:

- Provide on site recovery programs and transitional groups.
- Assist in the maintaining of Angie's shelter for women.
- Provide enhanced services through collaboration with cooperating agencies.

Homelessness is a very serious community problem that has not improved in the past five years. Manchester's three emergency shelters served 1,981 unduplicated persons during 2004. While records are not kept on the number of people who either refuse to make use of a shelter and/or cannot be processed into a shelter due to behavior that brings up a safety issue (e.g. sexual offense history, violent incidents), it is estimated to be very high, perhaps even exceeding the number served. It was noted in previous reports that it is difficult to count the number of people who are homeless. Homeless providers suggest that most homeless families in the City are invisible; they live in campgrounds and/or are doubled-up in an apartment with a relative or friend. Homeless providers have suggested that it is easier to count the number of people in the shelters and those living on the city's streets or its playgrounds; however it is almost impossible to obtain an accurate count of number of homeless people in the City at any one time.

Child and Family Services (CFS) Homeless Outreach to Youth served 2,099 clients between 18-21 and another 1,700 clients who were under 17 years of age. There is a growing concern about the under 17 population which has few services available to them and can only find shelter in and through CFS's program. The shelters in Manchester do not serve this population unless they are a part of a family unit seeking assistance.

According to social workers at the Manchester School District, it is also extremely difficult to determine exactly who is and who is not homeless. Their information suggests that the problem goes far beyond the families who use the City's shelters because many homeless families simply choose not to use a shelter.

Transitional housing programs that provide supportive services and allow families the opportunity to become stabilized have proven to be an effective way of preventing the cycle of homelessness. Homeless providers contend that they often see the same families year after year. Some families continue to repeat the cycle of homelessness because they never solve the basic problem that resulted in them being homeless in the first place. Agencies that administer programs for the homeless or near the homeless include: The Way Home, New Horizons, Families in Transition, Helping Hands, Child and Family services and the Robinson House. A list of other agencies that provide services for the homeless can be seen in the continuum of care flow chart. These agencies offer supportive services in addition to housing that is critical in order for homeless people to become truly self-sufficient. Agencies providing transitional programs often coordinate services and programs with other agencies in the City in order to facilitate a return to self-sufficiency, independence and permanent housing. Transitional housing programs provide a continuum of care, along with services ranging from crisis

intervention to long-term case management and housing ranging from temporary to permanent. They also work with local landlords to assist individuals find permanent housing.

Facility Needs for the Homeless

It is still clear that the existing facilities are not adequate to meet the growing needs of the City's homeless population. While additional shelter beds will assist those in emergency situations, the most effective use of scarce resources appears to be the continued use and development of transitional housing programs. In order for homeless families to become independent and self-sufficient they must first be provided with a decent, safe and sanitary home. After that, they need support and time to become stabilized. The services provided by the agencies administering transitional housing address the root causes of homelessness and provide opportunities for families to remedy the problems. Educational classes, occupational training and other life skills offered by transitional housing programs assists homeless families become eligible for employment opportunities that will eventually cover the cost of permanent housing.

The City currently has two emergency shelters that specialize in providing services for families with children: Emily's Place and Manchester Emergency Shelter. New Horizons, the largest shelter in the City, provides services for homeless individuals and families (without children). Its distinction as being the only "wet shelter" in the State frequently results in a wide range of clients seeking its services. Homeless people also live in abandoned buildings, under bridges and along the Merrimack River. The Manchester Health Department's Mobile Community Health Team assists homeless people that generally do not use one of the City's shelters and provides them with a variety of supportive services.

The need for additional safe and sober transitional housing units for both men and women was again described as a serious problem in the City. The City's alcohol and other drug treatment facilities often have long waiting list of homeless individuals and families seeking services in addition to treatment. People in need of emergency treatment services are frequently required to wait 2-3 months before a bed may open up in one of the treatment facilities. Additional beds are needed for short-term stays for people seeking long-term treatment services.

The sheltered homeless includes the following categories:

Severely Mentally Ill – Services for residents in need of mental health services was another issue frequently discussed at meetings with members of Manchester Homeless Continuum of Care. Occasionally, residential facilities house people with mental health issues that often require 24-hour supervision, which their staff is unprepared to handle. Long waiting lists for treatment and lack of community support to assist housing providers, results in resident complaints and frequent problems with neighbors.

Alcohol/other drug addictions – Substance-abusing individuals must be highly motivated in order to succeed in treatment. There exists a sub-population called "people with chronic relapse problems" who are individuals who enter treatment programs but do not complete them. No numbers are available on this sub-population.

Severely mentally ill and alcohol/other drug addictions - This dually diagnosed population (those who are chronically mentally ill and substance abusing) is provided with services by the Mental Health Center of Greater Manchester's Continuous Treatment Team (CTT). A plethora of services exist to deal with their needs from the networking provided by Gemini House to the other Alcohol and other Drug Addiction organizations in the community.

Fleeing domestic violence – The YWCA Crisis Service provides free and confidential services to victims of domestic violence, sexual assault and stalking. Last year the agency reported that they served 1,705 Manchester residents: 1,426 unduplicated domestic violence victims; 158 victims of sexual assault; and 127 stalking victims. While the YWCA Crisis Service provides opportunities including peer support, advocacy and case management, there remains a significant need for additional services for this population.

Homeless youth - Homeless providers felt that there was a need within the community for housing and supportive services for young adults, aged 18 to 21, that were homeless. The number of contacts by Child and Family Services Homeless Youth Outreach Program (3,799 of which 1,700 are under 17 years of age) highlights this concern.

There is a need to seek a means of expanding the number of beds for this population that are under 17 and are not associated with a family seeking assistance. Manchester does not have a facility that deals with pregnant women, which was also listed as a problem by the City's Homeless Continuum of Care.

Diagnosed with AIDS and related diseases -Greater Manchester AIDS Project (GMAP) was founded in 1987 as the New Hampshire AIDS Foundation (NHAF). GMAP serves individuals infected/affected with HIV/AIDS in the Greater Manchester community. GMAP has three major programs within the agency: Client Services, Prevention Education and Outreach and Housing Opportunities for People with AIDS (HOPWA) program.

Client Services & HOPWA - GMAP's Client Services department provides case management, client advocacy, food services, rental assistance, transportation assistance, referrals and any other necessary assistance for their individual clients. Client Services at GMAP are available in English, Spanish, Arabic and several African languages. Currently, GMAP Client Services provides services to 102 HIV+ clients as well as their partners and families. Their HIV/AIDS caseload is comprised of 69 Caucasian, 18 Latina/o and 15 Black individuals. This includes 72 males and 30 females. Of this total, 72 clients are considered to be HIV+ while 30 are considered to have AIDS.

Eighteen of their clients qualify for Section 8 Housing Assistance. 23 people receive either emergency or long-term assistance from Housing Opportunities for People with AIDS (HOPWA). And, 64 people receive rental assistance. Three of their clients are currently or have been in homeless shelters during the last 12 months.

Unsheltered men and women released from prison – Men and women released from prison often have no permanent housing opportunities and are frequently not eligible for most federal housing subsidy programs that are offered by the Manchester Housing and Redevelopment Authority and Manchester Neighborhood Housing Services. Many people in this group end up at New Horizons, which may be an environment that is counter productive and may lead to their return to prison. Homeless providers suggested that in addition to the need for

additional units for this population, regulations need to be revisited so that people demonstrating that they have been reformed do not have to wait an unreasonable amount of time before qualifying for housing assistance. The Manchester Continuum of Care has started to reach out to encourage discharge planning with these various agencies.

Service Needs for the Homeless

Despite a growing economy and record low unemployment, the need for additional facilities for the homeless is unprecedented in the City. In meeting after meeting with homeless providers conducted in preparation for the development of this plan, evidence was provided documenting the lack of decent affordable housing units in the City. Homeless providers offered evidence of the competition that exists for most available housing units. They suggested that families with limited resources and poor rental histories are the ones most likely to become homeless. Many homeless families or families at risk of becoming homeless may benefit from counseling services and intervention efforts prior to losing their homes. Many families become homeless because they are not able to access services that would have prevented them from losing their homes in the first place.

There is also a great concern about the impacts of Section 8 funding being altered and cut and the risks to people who have been receiving this assistance to maintain housing is critical to the planning of services.

Additionally, it was noted that essential services such as transportation are not available, especially for people working non-traditional shifts and weekends days. Health and dental care continues to be a very serious issue for low-income families. It was mentioned that low-income families, without health insurance, use the emergency rooms at the local hospitals for general treatments that are usually provided in a less expensive setting by a family physician. Employment and occupational training opportunities need to be expanded, especially for people leaving the welfare roles and entering the workforce for the first time. Additionally, English as a Second Language (ESL) programs that target refugee and immigrant populations were frequently mentioned as a critical need that must be addressed by the educational institutions in the City. Finally, many providers and members of the public offered evidence that rules and regulation governing eligibility for many programs originally designed to serve low-income families have become so restrictive that low-income families are frequently ruled ineligible for participation.

Racial and Ethnic Groups

A review of the racial breakdown of people served at New Horizons Food Pantry gives perhaps the most accurate description of the changing demographics of people at risk of homeless in Manchester. In 2004, New Horizons Food Pantry gave away 16,038 bags of food and served 1030 people. The following breakdown describes their makeup.

White	87%
Black	7%
Hispanic	6%
<u>Others</u>	<u>.05%</u>

The city of Manchester has historically been a center for migration in New Hampshire. In the past five years there has been an increase of refugees from Africa that has added to the cultural diversity of the City as well as becoming a challenge to the city's resources. Currently, this migration of new arrivals has brought together social service agencies and the City to work together in supporting and meeting the needs of our new arrivals. Although these refugees have not been served in homeless facilities for shelter, they do require a tremendous amount of time, assistance and other supportive services provided by these agencies. Food, health screening, clothing, basic life and assimilation skills are some of the other services required by this sub-population.

The Way Home estimates that 40.2% of the people they served last year were from a particular minority population.

Description of Existing Homeless Facilities and Services

Emergency Shelter

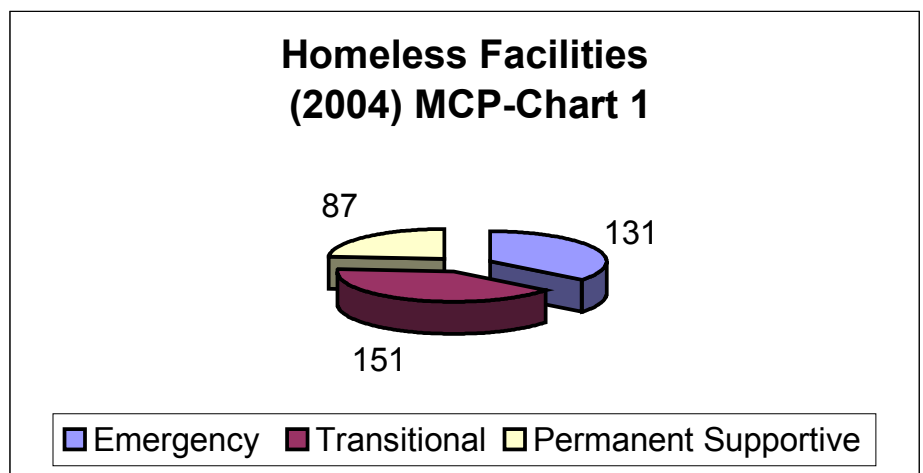
There are 131 emergency shelter beds for the homeless in Manchester. Homeless providers indicate that their beds are filled to capacity year round, with the winter months being extremely difficult when they frequently have to turn people away. Manchester's homeless providers expressed a need for additional units of emergency housing for women, families and children.

New Horizons for New Hampshire, Inc.
- New Horizons for New Hampshire, Inc. provides services including a Soup Kitchen, Food Pantry and Shelter for homeless individuals and families. It's Emergency Homeless Shelter has 106 beds, with seventy-six at New Horizons' 199 Manchester Street facility, that houses the Food Pantry and Soup kitchen. Additional 26 beds are provided through Angie's shelter for women. Clients are provided with showers, laundry and temporary storage facilities.

An average of one hundred and six

(106) homeless people are provided services nightly in the Shelter during the winter months. Beds are fully occupied year-round at New Horizons, with occupancy often exceeding the Shelter's capacity. New Horizon's Soup Kitchen provides breakfast and dinner to guests of the Shelter. In 2004 the Soup Kitchen provided 77,532 meals in its central dinning facility. Its Food Pantry provides perishable and non-perishable foods to needy residents of Manchester. This service is provided through donations it receives from local supermarkets. In 2004, staff and volunteers distributed 15,240 bags of food to needy individuals and families. New Horizons also offers job skills training and counseling services to its clients. It works in collaboration with community based organizations, offering case management services that promote skills that result in self-sufficiency.

The City of Manchester Welfare Department -The City Welfare Department provides temporary, emergency assistance for city residents. The Welfare Department conducts screening assistance for Manchester Emergency



Housing, a private not-for-profit shelter with 36 beds that is funded by the Welfare Department. Last year 207 people were provided emergency services.

The YWCA Crisis Service at the YWCA of Manchester – The YWCA Crisis Service provides the community with a range of free and confidential direct services for victims of domestic and sexual violence. “Emily’s Place”, an emergency shelter for women and children who are fleeing from violence in their homes, is one of these services. Emily’s Place provides housing and supportive services for up to six women and twelve children at any one time. During the past year Emily’s Place housed 29 women and 34 children for a total of 4,258 bednights. Services were provided to 1,705 unduplicated Manchester residents in 2004, including a 24-hour crisis line, court advocacy, hospital and police accompaniment, peer support groups and community education. Emergency shelter is available 24-hours through the crisis line.

Runaway and Homeless Youth Program of Child and Family Services of New Hampshire -The prevalence of older adolescent runaway youth is a disturbing problem in Manchester, according to staff of Child and Family Services’ Runaway and Homeless Youth Program. They report a growing number of youth under the age of 18 that are seeking access to services at the City’s emergency shelters. People under 18 are not eligible for the services provided by the shelters because they are still considered minors. In 2004, Child and Family Services reported having worked with over 400 unduplicated clients. The agency’s street outreach program helps to identify the most at-risk street youth and assists them in accessing eligible supportive services.

Transitional Housing Programs

Transitional housing programs provide temporary housing for homeless and near homeless individuals and families. Manchester's transitional housing providers offer supportive services that are designed to promote independence and self-sufficiency. The goal of transitional housing is to provide an environment that offers support and guidance while stabilizing the individual or family. Manchester's transitional housing providers offer temporary housing and services to families, single women and men, and recovering addicts. Manchester’s homeless providers expressed a need for additional units of transitional housing for those being released from prisons and hospitals. According to the continuum of care gaps analysis there are 313 transitional housing units in the City.

Families in Transition (FIT) – Families in Transition offers affordable transitional housing and supportive services, ranging from crisis intervention to long-term case management, for homeless single mothers and single fathers with children, as well as single women, in Greater Manchester. The housing component includes transitional housing units where participants may reside for 18-24 months. The supportive services include case management, educational workshops, support groups, employment/computer training and GED tutoring. Following successful completion of the program, families are transitioned to permanent housing in the Manchester area. The transitional housing includes: Spruce Street Apartments (housing for 5 single fathers with their children), Amherst Street Apartments (housing for 9 single women), Millyard I Apartments (housing for 2 single women and 10 single mothers with their children) and Millyard II Apartments (housing for 3 single women and 16 single mothers with their children). Millyard II has a three bedroom interim unit to provide emergency housing for up to 12 individuals (3 families) while they are waiting for a transitional apartment to become available. In addition, FIT offers a Community Program that provides supportive services to up to 10

families in scattered sites around the Manchester community. In 2004, Families in Transition provided housing and supportive services to 181 adults and children.

Helping Hands Outreach Center- is a non-denominational outreach and referral service that operates a 30 bed transitional housing program for men in recovery. During a 12-month period of 2003-2004, Helping Hands provided housing and meals to 99 unduplicated individuals for a total 7,700 bed nights. Along with safe shelter, the residents receive ongoing counseling for their addiction issues as well as life skills development training such as anger management, self-governance and financial planning. Residents arrive through a referral process from a treatment or correctional facility and must be able to document as well as maintain sobriety while in residence. Generally, residents fall into two categories: one group consists of those who are in transition from a detoxification or short term treatment program and are awaiting beds in a long-term treatment facility; the average length of stay for these men is two to eight weeks. The other group are those who have completed treatment and are preparing for independent living. These usually stay for three to twenty-four months while they regain their health, pay off debts, find employment, clear up legal issues and save funds for permanent housing. It is the goal of Helping Hands Outreach Center to provide its clients with the opportunity to lead stable, productive lives after leaving the center.

Child and Family Services - Transitional Living Program - This program provides a stable living environment for up to 18 months for homeless youth in the City. Counseling and supportive services provided by professional staff prepare homeless youth for independent living. Also provided are employment opportunities, medical assistance and education referrals and assistance. This program served over 400 unduplicated clients last year.

Permanent Supportive Housing

Southern New Hampshire Services - Robinson House - Robinson House provides 24 units of Single Room Occupancy (SRO) for men recovering from substance abuse. The program offers residents supportive services to facilitate transition to permanent housing. The average stay is approximately 24-months for clients of the program. The program currently has a waiting list 20-30 people, however to be admitted to the program they must be Section 8 eligible. From the 10/01/2003 – 09/30/2004 time frame the Robinson House provided housing and supportive services to 45 individuals.

Families in Transition (FIT) – Families in Transition will be providing affordable permanent housing and supportive services, ranging from crisis intervention to long-term case management, for homeless single mothers with children, as well as single women, in Greater Manchester. The Family Mill, to be completed in the spring of 2005, will provide permanent housing units where participants of the program receive case management, educational workshops, support groups, employment and computer training and GED tutoring. The Family Mill will provide permanent supportive housing to 14 mothers with their children and 3 single women. In addition to the permanent supportive housing units, the Family Mill will also provide 16 affordable housing units for any Manchester resident.

Helping Hands Outreach Center- is in the early stages of developing a Supportive Housing Program. Funds have been granted from the Department of Housing and Urban Development (HUD) and additional funds are being sought to develop six units of Supportive housing with long-term case management, counseling, job

training and other supportive services. In addition the plan calls for the development of 14 affordable housing units with an emphasis on providing safe and adequate housing for single, custodial fathers.

Other community organizations identified as providing permanent supportive housing are:

Moore Center Services
Manchester Housing Redevelopment Authority
Easter Seals
Mental Health Center of Greater Manchester
Robinson House
New Hampshire Housing Finance Authority

Other community services for the homeless include:

The Mobile Community Health Team Project (MCHTP) - is a network of health providers that have collaborated to address the multiple problems of those people who are homeless in the City of Manchester. As the numbers grew, it became apparent that no single agency alone could provide the broad array of services required to address the multiple needs of people who are homeless. The project formed a coalition of providers creating a citywide extended team with the comprehensive skills and resources required to address the multifaceted health, psychosocial and socio-economic problems presented.

There are approximately 1,700 individuals who are homeless in the City of Manchester. They are a diverse group of people distinguished by their struggles with poverty, a fragile often-chaotic way of life and the lack of a home. They often have common health problems, exacerbated by years of medical neglect, unhealthy environments and high-risk behavior. As a group, they are poor, isolated and in crisis. They are uninsured and therefore medically under served. They lack the resources required to access medical, dental and psychiatric care. Estranged from family and friends, they often are unable to create their own networks of support and sometimes roam with children and few belongings to unfamiliar places, searching for work and affordable housing. In addition to jobs, housing and health care, they need support, guidance and crisis intervention. The MCHTP uses a case management model as it cares for homeless individuals and families. The team attempts to provide to patients what they need, when they need it for as long as necessary. The team becomes their support system over time while coordinating medical, addiction care, mental health, housing and human services. During 2004 the Mobile Health Team provided direct services to 143 homeless families and 703 homeless individuals.

The Mental Health Center of Greater Manchester - The Mental Health Center of Greater Manchester provides services to severely mentally ill clients, some of whom are homeless. The Mental Health Center offers in-patient and outpatient services, including supportive services that provide therapy, medication, vocational services, housing, case management and crisis intervention. The Mental Health Center of Greater Manchester provides services to 196 homeless individuals during 2004.

A Way to Better Living, Inc. - Provides fellowship activities and programs for consumers of mental health services in the City. Its Drop-In Center is open daily and provides clients with a facility to socialize and receive education and training. Activities are planned daily for participants and include recreation, information, referral and peer support. A Way to Better Living's services are attended by over forty clients daily. Clients also take

part in the monthly “Speaker Service” where topics discussed include dealing with others, balancing a checkbook, nutrition and functioning in the workplace.

See Table 1A under attachment 6 for Homeless Needs Gaps Analysis.

Additional Housing Services for Low-Income People

The Manchester Planning Department continues to work in cooperation with the City's homeless providers and has assisted in the development of the “Continuum of Care Plan” for submission to the State for Emergency Grant-In-Aid funding. The Planning Department supports the efforts of the City’s Continuum of Care and has provided guidance to the area's homeless agencies throughout the process. Meetings are conducted monthly with agencies that serve the homeless population at Manchester’s Community Resource Center.

The Way Home – The Way Home assists low-income families at risk of homelessness obtain decent, affordable housing by providing tenant education, budgeting, advocacy, landlord-tenant negotiations and security deposit loans. Eligible applicants for The Way Home’s services are individuals/families that are low income or at risk of homelessness due to hardship. Many of its clientele have housing problems or are seeking to improve their housing situation. People accepted into the program become partners with the agency and assist others through the agency’s peer support programs. Priority is given to; (1) homeless people that are ready for permanent housing; (2) those who have reduced the risk of homelessness by moving into lower cost housing; and (3) those who are moving out of unsafe conditions. During 2004, its Housing Counseling Program benefited 2,776 persons in over 1,000 households, while Security Deposit Program helped 328 households obtain permanent housing. The Way Home helped the NH Department of Health and Human Services pilot a new program, the NH Rental Guarantee Program, that used TANF funds to secure housing for homeless families with children. In 2004, 48 homeless families were housed with the help of this innovative use of TANF funds. During the same period 70 homeless prevention grants were provided for rent, utilities and security deposits. Other services and programs offered by The Way Home include the Step to Success Training that assisted 150 households become financially self-sufficient. It is worth noting that The Way Home has worked closely with the City to develop a comprehensive lead hazard control program. A 2002 HUD Lead Hazard Control grant of \$895,725 was awarded to the City to complete lead hazard reduction in 135 units.

Other Participating Agencies Include:

New Hampshire Department of Health and Human Services – funds agencies that assist developmentally disabled adults find permanent housing and supportive services. Many of the agencies funded by the Department sponsor permanent housing programs within their jurisdiction. All direct services and supports to individuals and families are provided by contractual agreements between the Bureau of Developmental Services and 12 non-profit designated and specialized service agencies located throughout NH commonly referred to as Area Agencies (DHHS, 2004). Prioritize Homeless Needs in Table 1A

Ten Year Plan to End Homelessness

The City is currently working on the Ten Year Plan to End Chronic Homelessness. A draft outline is included in attachment 9.

Barriers to Permanent Housing Narrative

Barriers to permanent housing for TANF recipients:

Currently, Manchester has begun to witness the impact of Welfare-to-Work on low-income families currently in the system. There is concern among homeless providers that the City will begin to see an increase in the number of families faced with being sanctioned through the TANF program. Other homeless providers have expressed concern that many families may also be approaching the end of the five-year time limits. Many of the families in this population group have poor rental histories and are homeless or at risk of homelessness. Even after a family has made changes (including demonstrating support systems being in place, positive references), many families in this population group continually experience difficulty obtaining permanent housing.

Strategy:

- Utilize advocacy groups to assist in sanctions that appear inappropriately mandated for a recipient.
- Develop partnerships between housing advocates and Southern NH Services that offer programs for families on TANF.
- Establish relationships with the local state welfare program to build a safety net and prevention support system for women being sanctioned or approaching the term limits.
- Promote participation in local housing to work programs to ensure affordable rents for TANF eligible families.
- Advocate for policy changes regarding the TANF surplus identified in the state budget. Work to utilize the TANF surplus to fund an incentive program for landlords to rent to homeless TANF eligible families.

1. Low Incomes Compared to Cost of Housing

The Way Home's Housing Counselors identified low incomes in comparison to the cost of housing as the greatest barrier to housing. During the 12 month period: 7/1/03 – 6/30/04, housing counselors met with over 1,000 households seeking help to access safe, affordable housing. These households had incomes well below the median income:

70% had incomes less than 30% median income.

27% had incomes greater than 30% and less than 50% median.

3% had incomes greater than 50% median income.

2. Inadequate Supply of Rent Subsidy Vouchers / Housing Units

The cuts to the Housing Voucher programs coupled with escalating rent/income ratio put the goal of ending homelessness out of reach. The budget data from 1,000 housing counseling clients underscore time and time again that households with single incomes whether from low wage jobs, disability/social security, or welfare assistance cannot meet the cost of housing without a rent subsidy. The hidden homeless are the hundreds of doubled-up families. Instead of being a solution to the high cost of housing compared to incomes, doubling-up generally placed two families at risk of homelessness since the renting households were often breaking a lease, breaking City ordinances on over-crowding and breaking Section-8 rental agreements.

Homeless families have been significantly impacted by the reductions in the rent subsidy programs. Most homeless persons had some form of income, nearly half were employed. Of the 349 homeless households meeting with a housing counselor during 7/1/03 – 6/30/04,

Source of income	Household	Percent
Employment	152	44%
Unemployment	46	13%
Disability/elderly	90	26%
State Welfare	61	17%

However, incomes from these sources were generally not adequate to carry the ongoing rent of housing without a rent subsidy.

The City participates through The Way Home in the NH Rental Guarantee Program, an innovative use of federal TANF funds to help homeless families compete for housing by providing landlords a guarantee, worth three-times the fair market rent for the unit, against loss during the first 18 months of tenancy. In the last three years, utilization of this program was cut by 60% because of cuts in the availability of rent subsidies.

3. Limits of State Welfare, Temporary Assistance to Needy Families (TANF)

The Way Home housing counselors reported that the five-year time limit for TANF could not be directly linked to homelessness. Instead, they found that families were assisted by the state’s employment program to transition from TANF to employment. Unfortunately, most jobs were low wage and placed the families at continued risk of homelessness.

4. Lack of Household Resource Management Skills

Low Income households have to become expert managers of resources, non-cash and cash, that are required to meet their family’s basic needs. A complex array of community resources can be called upon to reduce costs, such as:

- Food pantries, food stamps, soup kitchen, Kids Café, Meals on Wheels, School lunch, WIC, Commodity Foods, community gardens.
- Medicaid, community health centers, child health programs, city health clinics, pharmacy programs
- Donated clothing, furniture.
- Fuel Assistance, electric program, utility shut-off prevention grants.

The combined management of household income and use of community resources help low-income families stay one paycheck out of homelessness. There is little room for error. The application process and eligibility criteria can be cumbersome.

Household resource management skills are taught at The Way Home. The high demand for assistance has created a six-week wait for appointments.

Community Development Needs Narrative

The general community development needs are addressed through the Community Improvement Program. A copy of the proposed program is included in the Annual Action Plan. The primary approaches other than the strategies identified earlier include:

- Rebuilding and upgrading the street and bridge system.
- Addressing deficiencies in the sewer and storm drainage systems.
- Adding capacity to the school system to meet increasing enrollments.
- Repairing and improving school facilities.
- Support increasing need for Community translation services.
- Support communication with surrounding Communities.
- Support of alternative transportation resolutions.
- Upgrading park and recreation facilities.

Removing Barriers to Affordable Housing

This section describes the strategies and practices that Manchester can revise or initiate in order to improve the system. Also, suggestions for revisions to Federal and state rules and policies are noted. This section applies to all sources of entitlement funding

Since 2000, the City has been working hard to reduce the barriers to affordable housing that currently exist in the community. Allowable densities in zoning districts, building codes as well as parking requirements continue to hinder the development of inner city lots and upper stories in downtown buildings. However, projects such as the Gale Home and the Straw Mansion have received relief as a part of the planning process. Unfortunately, the barriers to affordable housing are not limited to density parking, and building codes. In an effort to provide affordable housing for all of Manchester's citizens, the City will continue to implement the Affordable Housing Task Force Action Strategy for Housing that was first introduced in the fall of 2002.

The updated Action Strategy for Housing has recommended that the City adopt specific policies and implement specific actions to facilitate the creation of a balanced housing market. The specific policies and actions include the following:

City Policy

Monitoring of Housing Stock

- The City should closely monitor the housing market to determine when there is inadequate housing (a tight market) , and when there is excess housing available (Overproduction).
- Establish what will be considered a healthy vacancy rate.
- Establish what will be considered an appropriate annual production rate.

Policy on Use of Housing Funds

- Provide flexibility in funding various housing programs depending on the current housing market issues. During periods of overproduction, housing funds should be more focused on improving existing housing conditions such as rehab loan program while during tight markets, funding should be geared towards new production.
- Provide support to non-profit housing providers to insure continuity through various housing cycles.
- Utilize HOME funds for home ownership opportunities and include provisions that will insure long term affordability of these units.
- Insure adequate staff to administer housing programs and projects.

The manner in which the City awards its HOME Funds, the major source of public financing for affordable housing projects in the City, has been changed which should serve to help the development of affordable housing. Previously, HOME funds were awarded through an annual round of competitive proposals. Had an affordable housing provider not been ready then with a project, the ability to receive funds from the City passed that organization by until the next round. The City now considers proposals for such projects throughout the year. Housing developers will now be able to take advantage of opportunities that may develop with the knowledge that they will not have to carry properties for an extended period in anticipation of the next competitive grant round.

Policy on City Development Projects

- The City should replace or have replaced any dwelling units it has removed for a public project. (Except in times of “Overproduction”).

Policy on City Planning and Regulation

- Encourage mixed-use projects that combine commercial with residential components.
- Identify housing opportunities in areas where the City is developing major planning and redevelopment programs.
- Support the development of housing in the Amoskeag Millyard and the Central Business District.
- Consider increasing allowed housing densities (under zoning) along the river.

Timely reviews and responses by the Planning Board and Building Department and fair interpretations of the applicable codes and regulations to each project create a positive environment for development and facilitate the creation of affordable housing projects. The City of Manchester views its development regulations as among the most reasonable and responsive in the state in terms of providing timely development approvals and cost-effective development densities for affordable housing projects. Developments approved through the entire regulatory process usually take no more than a few months to receive full approval. This process is primarily regulated by the Zoning and Building Codes that are administered by the Building Department and by the Subdivision and Site Plan Review Regulations administered by the Planning Board.

Policy on Surplus City Property

- Utilize surplus City property to sell to developers or non-profit organizations for the purpose of developing housing.

Parking Policy

- Offer significantly reduced cost monthly parking in garages and lots for downtown housing. Most residents in the downtown use parking primarily at night which could add to revenues and encourage downtown housing without significantly adding to the peak hour parking demand that occurs during mid-day.

Planning and Coordination Action Step

- The efforts of various housing agencies and providers can be enhanced with proper coordination and collaborative planning.

Inventory of opportunities for housing

- Develop an inventory of vacant buildings that could be used for housing.
- Inventory existing city-owned land and buildings that might be suitable for housing development and give high priority to such use through public/private partnerships.
- Determine whether non-profit organizations such as churches have surplus properties that could be converted into affordable housing.

Coordination of information

- Needs of businesses for housing to meet expanding needs of their workforce and the impacts of inadequate housing on the ability of the City to expand the economic base.
- Information on homeless populations and families living in overcrowded situations.

Regulatory Action Step

Government regulation of housing is intended to promote the public health, safety and welfare. These regulations may also, however, have the unintended impact of limiting housing supply, which may in turn impact the costs of housing and the community's economic viability.

Building and Fire Codes

Uniform building codes, which are primarily geared to new construction, can be difficult to meet when rehabbing existing buildings into housing.

- Given Manchester's large stock of older buildings, many of which have vacant upper stories, it would be advantageous to develop a code system that is specific to existing buildings. This would likely take changes at the State level to adopt a code system similar to that in New Jersey.
- In certain cases, applying for a building permit for a portion of a building triggers need to comply with codes for the entire building making the limited upgrade infeasible. Review the standards that trigger full building compliance to determine their need.
- Insure that departments regulating development review and approve plans prior to the development phase rather than near completion when changes can be costly and affect the timing of opening of the units.

The Building Codes currently adopted by the City are the national codes published by the Building Officials and Code Administrators International, Inc. (BOCA). BOCA is a recognized standard nationally for its comprehensive approach to building construction. The Code includes the provision for more lenient interpretations when considering repair and alteration of existing buildings. This ability for interpretation of the

Code has been demonstrated in several instances by the Building Department in projects involving the development of affordable housing funded with HUD funds.

One regulatory concern has been how the building codes treat renovations of both housing projects and commercial projects. A renovation of a building must meet the same strict requirements as new construction, making many renovation projects extremely costly. With a very large existing housing stock, recycling of buildings could be a cost-effective way of providing upgraded housing opportunities. The City has been working with the Chamber of Commerce to look at alternatives that could include a renovation building code.

Zoning Ordinance

- Consider reducing parking requirements for high-density residential areas and mixed-use areas.
- Encourage mixed-use projects with housing and commercial as well as adaptive reuse of underutilized, non-residential buildings for housing use.
- Determine whether there may be any areas of the City suitable for increases in housing density or flexibility in housing types. Consideration could be given to developing special overlay zones and/or reducing setbacks to increase the number of units.

The Manchester Zoning Ordinance provides considerable latitude in locating higher density housing within a variety of building configurations. The Ordinance was amended in 2001 to allow greater flexibility in a number of districts. Mixed uses, including housing, are encouraged in the CBD, AMX and RDV districts. Provisions were also changed that allowed taller buildings in a number of areas of the R-3 district – which is the City’s main high density residential district. In addition, parking is not required for residential uses in the CBD district.

Lot sizes for residential projects are significantly lower than all surrounding communities. There is no minimum lot size for residential uses in the CBD and lot sizes for multi-family uses range from 5,000 square feet in the R-3 district to 6,500 square feet in the R-2 (duplex district). There are a variety of minimum lot sizes for single-family residences, ranging from 5,000 square feet in the R-3 to 40,000 square feet in the R-S district – the city’s lowest density residential area.

The City has seen a number of housing projects developed or planned since the revision of the Zoning Ordinance. In the downtown, a 200 unit apartment complex is under construction at the corner of Bridge and Elm Streets and a 177 unit condo complex with both townhouses and mid-rise units are about to begin construction at the Riverfront baseball site. A major housing project totaling 600 units is planned for Hackett Hill and will offer a variety of housing types.

There are a number of affordable housing projects either under construction or planned including: Family in Transitions renovation of a mill building on Second Street, 90 units of affordable housing on Old Wellington Road, the conversion of the former Gale Home to senior assisted housing (complete), a disabled unit affordable housing project at the corner of Belmont and Valley Streets, and planned projects on Candia Road, the Brown School and Hanover Street.

Regulatory Coordination

- Have departments involved in development regulation meet on a quarterly basis to insure that procedures are coordinated and regulations and requirements are not contradictory.
- Consider having all departments and land use boards meet on an annual basis to review the same issues.

Education And Advocacy Action Step - Providing information to the public and specific groups on the critical issues of housing is a prime need. A consistent commitment to housing with flexible policies and strategies are necessary to meet the cyclical demands for housing. Without a strong voice for housing, other issues such as the fear of more students in the school system due to development tend to become the primary focus of debate during review of applications.

Outreach education

- Insure that the Board of Mayor and Aldermen has up-to-date and regular information on the issues of housing and the potential impact of decision-making on housing supply.
- Provide media with regular information on housing needs and the impact on individuals and families. Promote the concept of housing programs on the community access station.
- Educate the legislative delegation as to the importance of adequate and safe housing.
- Work with the faith community to explain the need for housing programs and seek their active involvement.
- Hold training and discussion sessions with City departments and boards involved in the review of housing applications.
- Seek involvement of colleges in the area to ascertain their needs as well as their willingness to research and react to the issue of affordable housing.
- Work with the school district, Parent Teacher Organizations and other educational institutions to understand the need for housing and the impact of opposition to housing projects.

Advocacy

- Identify volunteer speakers to counteract NIMBY campaigns against new housing projects.
- Establish a Manchester Regional Housing Coalition to advocate for housing needs. The Coalition should annually hold a housing summit to promote the development of housing in general and the need for affordable housing. The Coalition or a subcommittee of the group should also focus on emergency housing and transitional housing issues.
- Have the City promote the need for various housing projects in the City.
- The Board of Mayor and Aldermen should support or introduce legislation at the State level that will address housing issues within the City.

Incentive/Financing Action Step- The shortage of housing requires selective financial incentives to insure adequate affordable housing.

Increased Funding for Housing

- Additional amounts of Community Development Block Grant (CDBG) funds could be used for affordable housing.
- Additional operating support to non-profit housing organizations will allow additional affordable housing and services.

- Continue to fund and utilize the “Affordable Housing Trust Fund”. Funds could come from not only the City and Federal government but also area employers and financial institutions. Private funds in particular could be used for insuring an adequate information and advocacy program. Income coming back from previously funded affordable housing projects can also be a major funding source for the Affordable Housing Trust Fund.
- Consider the development of an “Acquisition Fund” for quick turnaround acquisition of properties for housing production.
- During times of very tight housing markets, shift funding to insure adequate emergency shelter and transitional housing opportunities.
- Advocate for additional State support for housing initiatives and funding.

Incentives for Housing

- Utilize HOME funds for home ownership opportunities and include provisions that will insure long term affordability of these units.
- Explore whether City policy or capital construction could be utilized to encourage portions of private housing projects to be “affordable”.
- Consider alternative options and methods of providing housing opportunities such as allowing senior citizens to remain in their homes.

The City has already undertaken or investigated a number of the action steps that have been previously noted. Those Action steps include: a newly revised and accepted Zoning ordinance; flexible parking arrangements; density provisions; housing development in the Millyard and upper story Downtown commercial space as well as the adoption of new building codes. Despite the City’s efforts, the barriers that prohibit many of Manchester’s citizens from obtaining safe and sanitary affordable housing still exist. It is important to note, that while the barriers still exist, a significant number of affordable housing units continue to be added to the housing stock each and every year. The City will continue to utilize entitlement funding as well as the Affordable Housing Trust Fund to implement strategies that are consistent with the Consolidated Plan and the newly drafted Action Strategy for Housing to achieve the goal of providing quality affordable housing for all of Manchester’s residents

Lead Based Paint Needs

The City of Manchester has been actively involved in childhood lead poisoning prevention since the 1970's when the Manchester Health Department (MHD) began studying the Extent and Nature of Lead-Paint Poisoning in Manchester, NH. From the start, Manchester had a strong focus on screening children for exposure to lead paint hazards, community-wide education on the public health hazard caused by deteriorating lead paint and promoting action to prevent lead poisoning. Since 1997 when Manchester was identified as a high risk community for lead poisoning by the NH Office of Health and Human Services, the City has implemented a comprehensive approach designed to eliminate the hazards of lead based paint through a community process of planning, education and action to protect children.

To better coordinate its lead poisoning prevention activities, the Health Department has formed the Manchester Lead Coalition. This group of stakeholders is comprised of pediatric providers, the public health community, tenants, property owners, other city officials, community-based organizations and others concerned with the

issue of childhood lead poisoning. The coalition, Greater Manchester Partners Against Lead Poisoning (GMPALP) seeks to educate the residents of Manchester regarding Lead Poisoning Prevention, increase collaboration between agencies as well as affected parties (i.e. families with lead burdened children and property owners), support universal screening and promote an increase in lead free housing, and thereby decrease the incidence of Lead Poisoning in Manchester. Actions supported by the coalition in addition to those noted above under the Health Department are included in the 2005 Annual Action Plan.

During 2002, GMPALP completed a 2002-2010 strategic planning document: Preventing Childhood Lead Poisoning in Manchester, New Hampshire, Recommendations for the Community. The draft of this strategic plan formed the basis of the City's comprehensive lead hazard control plan, a critical component of the competitive grant application for HUD Lead Hazard Control Funds to assist property owners mitigate lead hazards in housing available to low income families. The City was awarded a 2002 HUD Lead Hazard Control Program grant of \$895,725, and has pledged to leverage an additional \$381,804 to provide lead-paint hazard mitigation in 135 housing units during the Grant Period: 2/1/03 - 3/31/06. The City's HUD Lead Hazard Control Grant subcontracts with The Way Home and Southern New Hampshire Services for lead based paint hazard removal. To maximize impact, the City has designated a target area, eleven contiguous census tracts, that contain the City's highest concentration of pre-1950 housing, housing with deteriorating lead paint, low income families with young children, lead poisoned children & children with elevated blood lead levels and at-risk minority and refugee families. The City's Community Improvement Program manages the grant, monitors compliance with regulations, and insures consistency with the City's Consolidated Plan, Annual Action Plans and Impediments to Fair Housing Plan. The Manchester Health Department provides community health nurse services and helps monitor project outcomes related to child and environmental health risk factors. At the end of the grants ninth quarter, 218 paint inspections/risk assessments had been performed, Lead Hazard Control work was completed in 113 units, educational outreach was provided to 6900 individuals and 183 individuals received skills training. \$577,203.78 HUD Lead Hazard Control funds and \$587,855 of Local, State and Federal matching funds were utilized to conduct these activities.

Recognizing the need for public awareness of the lead paint hazards, the City's Health Department has conducted extensive outreach programs and media campaigns, including radio and television public awareness announcements. 2003-04 marked the 4th year in which \$50,000 of City funds dedicated to children's health as part of a Supplemental Environmental Projects Program (SEPP) was used primarily for lead poisoning prevention. Two non-profits, The Way Home and Child Health Services, collaborated with the Manchester Health Department to provide outreach, education and assistance with lead dust cleaning to low income and minority families with children at risk of lead poisoning. This project had four levels of impact on reducing environmental hazards that affect children's health in the City of Manchester.

1. 322 Individual families protected their children with the help of in-home education, use of hepavacs and lead-dust cleaning supplies, referrals for screening and supportive services of transportation and Spanish translation.
2. At least 100 property owners learned to work with tenants and community resources to reduce exposure to lead hazards.
3. Public Awareness on lead poisoning prevention was the focus of workshops, information displays and several public television broadcasts during the grant period, such as
 - Fair Housing, Housing Discrimination Training talk – May 2004

- The Dartmouth Hitchcock Health Fair information display – April 2003 & 2004
 - MCTV Your Health broadcast– October 2002, June 2003
 - Landlord Information Meeting (15 attended) – July 2003
 - Landlord Newsletter (circulation of about 1,000) – June 2003
 - Kids Fest booth (200 received information) – May 2003
 - Lead 101 training (hosted) for Headstart Family workers – January 2003
4. Creating the base for three programs to protect children's health from environmental hazards in the home.
- The work done through this program in 2000-2001 gave The Way Home the information needed to raise funds to open its transitional housing facility May 2002. At least six families have been housed to date because their child needed to be relocated due to hazards in the home.
 - A comprehensive community plan to prevent childhood lead poisoning, including outreach to the low income community, was required to successfully competing for the HUD Lead Hazard Control grant which was awarded to the City of Manchester December 2002.
 - The asthma pilot that was created with Child Health Services from 2002-04 set up the protocols for the Manchester Health Departments 2004 Asthma project that continues to use services of two of the educators trained as part of the CSO project.

Project Strength: Peer educators were best at community-based outreach and education that included helping families take steps to protect their children and helping landlords and tenants work together, connecting low income families with community resources and responding quickly when a child was being poisoned by providing help with lead dust cleaning. Peer Educators also brought the perspective of low-income parents to two community coalitions: Greater Manchester Partners Against Lead Poisoning and Greater Manchester Asthma Alliance. The SEPP grant also funded a collaborative effort of the Health Department, Greater Manchester Partners Against Lead Poisoning and staff of the Dartmouth College Center for Environmental Health Sciences to design a public awareness campaign. By providing staff support for the Educational subcommittee of the community coalition, GMPALP, the campaign created a united message to be used in a variety of medium, adapted for a range of stake-holders. In addition, the Health Department routinely provides educational and informational seminars on lead poisoning prevention to community based organizations, medical providers, parenting classes, hardware stores, homeowners and a host of others. A priority area with the Health Department is to work with private landlords in the City to promote awareness of childhood lead poisoning as well as to provide guidance on safe renovation techniques. The NH Childhood Lead Poisoning Prevention Program works with City programs to host ongoing Lead-Safe Renovator courses.

Relative to coordination of these efforts with the City's Housing Programs, the Health Department has worked closely with Manchester Housing and Redevelopment Authority and the City of Manchester Building Department, Housing Standards Division to ensure that those City employees, who will encounter lead based paint as part of their jobs, are capable of providing information on safe renovations to property owners, tenants and others. In addition, the Department working with The Way Home maintains a listing of all housing units known to have been abated in the City and assists those looking for lead safe housing.

The City's HUD Lead Hazard Control Grant subcontracts with The Way Home and Southern New Hampshire Services for lead based paint hazard removal. To maximize impact, the City has designated a target area, eleven contiguous census tracts, that contain the City's highest concentration of pre-1950 housing, housing with

deteriorating lead paint, low income families with young children, lead poisoned children & children with elevated blood lead levels and at-risk minority and refugee families. The Program's 2003-06 Action Plan includes:

- Outreach/education to at least 500 low income, minority/ refugee families with at-risk children
FY04 Outcome: 300 families
- Improved BLL screening of children in the designated high risk neighborhoods
Screenings held at WIC Clinic, Refugee Center and Health Department
High Intensity Screening for targeted neighborhood planned for 10/04
- LHC inspections of at least 180 housing units exhibiting high lead hazard risk factors
95 housing units have LHC inspections
- LHC Risk Assessments of approximately 45 units with greatest deterioration
Property owners with outstanding abatement orders on more than 60 units were contacted, assessments were completed on at least 15 units
- Lead Dust Reduction Cleaning in 135 units, monitored with pre and post lead-dust sampling tests, and 45 units as primary prevention
Lead Hazards controls in 33 units were completed and cleared
- Lower level LHC interim controls with paint stabilization in at least 54 units
Of the 33 units, 11 had low level interventions using The Way Home
- Moderate level LHC interim controls, remediating hazards on friction surfaces in at least 18 units
Of the 33 units, 14 had moderate level interventions using The Way Home
- Higher level LHC interim controls with targeted encapsulation or risk areas in at least 10 units, using private contractors
No units during FY04
- LHC lower cost abatement, focusing on window replacement, in at least 5 units
- Of the 33 units, 5 had interim control and abatement interventions using The Way Home
- LHC intensive abatement activities in units with highest levels of deterioration in at least 27 units
- Of the 33 units, 3 had intensive abatement level interventions using private contractors
- Training for least 12 community members, primarily from target area, in LHC intervention skills
29 low-income individuals received training
- Training for at least 200 property owners, contractors, realtors in lead-safe practices
Hundreds received information and at least 20 received training in lead-safe work practices
- A framework for community partners to design strategies that build the City's capacity to sustain the LHC work after the 2003-6 HUD LHC grant period.
Community coalition met monthly

The City's Community Improvement Program manages the grant, monitors compliance with regulations, and insures consistency with the City's 2000 Consolidated Plan, Annual Action Plans and Impediments to Fair Housing Plan. The Manchester Health Department provides community health nurse services and helps monitor project outcomes related to child and environmental health risk factors.

The successful proposal submitted by the Manchester Health Department to the Cities United for Science Progress funded the Health Department's program, Lead Safe for Kid's Sake with \$65,000 to purchase and replace windows in 75 housing units with known lead based paint hazards. The focus of the window

replacement was on prevention, i.e., cleaning up the major cause of lead contaminated dust and paint chips before a child is poisoned. The program will also strengthen the Health Department's efforts in outreach, public awareness and the screening of children for elevated blood lead levels.

Depending upon the eligibility requirements of H.U.D., the City plans to apply to H.U.D. in the Summer of 2005 or 2006 for additional Lead Hazard Control Grant funds to continue measures that will result in the elimination of lead based paint hazards. In the absence of Lead Hazard Control grant funds the City will utilize CDBG and Affordable Housing Trust funds.

Anti-Poverty Narrative

This section consists of actions and strategies to be implemented by the City that will result in a reduction in the incidence of poverty in Manchester to the extent local efforts can effectuate change.

Local Goals, Programs and Policies for the Reduction of Poverty

Efforts to reduce or eradicate poverty must be designed to impact the underlying causes of poverty. These programs should ultimately make significant and permanent improvements in the lives of the extremely low and very low-income residents to be considered effective. The supply of affordable housing is the most basic need of this group. Once this is met, they will have a greater ability to expend the balance of their limited incomes on other essential needs such as medical care, utilities etc. Strategies aimed at increasing their ability to earn income are essential as well, job training and education, provision of day care for single parents and transportation to work all need to be a part of this effort to be effective.

Historically the City of Manchester has sought to address poverty through funding made available in the Community Improvement Program (both City cash and CDBG). The majority of the projects identified in the Action Plan and as identified in this section as Key Strategies are designed to assist in the effort to eliminate conditions that foster such poverty.

Examples of such programs are:

- The VNA administered Day Care Program allows parents to work or receive employment training;
- Operational and project assistance to the City's Hispanic Organization, the Latin American Center that is used to provide programs such as English Language classes and job training skills;
- Interpretation certification programs to assist new refugees and immigrants have been funded through the Southern NH Area Health Education Center.
- Youth recreation programs administered by the MHRA, Parks, Recreation and Cemetery Department, the Boys and Girls Club and the YMCA that provide latchkey children with a safe after school environment including nutritional snacks;
- Operational assistance for a City Community Health Coordinator and support of a pharmaceutical program administered by the Community Health Center;

In addition to these support services, the City has provided funding for a first time homeowner program that is targeted to low income residents of the inner city. The City has also provided funding for economic development projects that have resulted in the retention and creation of more than one hundred and twenty low income jobs in the past year and will be committing additional funds to other economic stimulus activities such as the Amoskeag Business Incubator.

Consistent with the chief need of those below poverty level the City will reinstate the implementation of a housing rehabilitation program as a major component of its Community Improvement Program (CIP). Unfortunately, the housing rehabilitation program managed by Manchester Neighborhood Housing Services was discontinued in 2002. \$300,000 has been appropriated as a part of the 2005 and 2006 CIP to support these housing efforts and thus improve the quality of the living environment of the residents of these properties by

coordinating the various projects and services to have the greatest impact possible. Accordingly, in addition to housing programs, other activities such as infrastructure repairs, park improvements and increased crime patrols have also been included as part of the City's strategy to assist those in poverty.

The City's application and receipt of Enterprise Community designation and funding from 2000 – 2004 has had a tremendous impact through its efforts to reduce the incidence of poverty in Manchester. The key strategies of the Enterprise Community Program as noted in other Sections of this plan are consistent with those of the Center City Neighborhood Revitalization Strategy. These strategies have focused on sustained economic development, job creation, job training and education, improved social and other support services including a creation of a neighborhood based multi-use facility and neighborhood revitalization.

It is unfortunate that the Enterprise Community Program is no longer funded by the Federal government and that the program has expired. It is important to note that the Consolidated Plan includes a new Neighborhood Revitalization Strategy that will continue to implement goals and objectives that are similar to those that were included in the Enterprise Community Program.

Other Special Needs Narrative

This section identifies needs and the number of individuals in the Community that are not homeless but require supportive services including the elderly, frail elderly, persons with various disabilities, people with alcohol and drug addiction, people with HIV/Aids and public housing residents.

Some of Manchester's housing and homeless providers believe that many of Manchester's homeless people are not visible. They are people who live in campgrounds and/or move from one residence to another on a regular basis. There is also an increasing number of homeless youths, aged 16-18 in the community. Many families are doubling up as a result of not being able to find decent affordable housing.

Elderly

The overall percent of Manchester's elderly population is estimated at roughly 15% and it continues to increase. Many of Manchester's elderly people are living below the poverty level when compared to the general population, 11% (13,070) of those 65 years and older and living below the poverty level (2000 Census). Approximately 47% of the elderly renters in the City receive some form of housing assistance. As this population continues to age and the baby-boom generation enters its elderly years, additional housing with supportive services will be required to meet the need. MHRA has 117 units of Congregate Housing Services Program (CHSP) available for people meeting eligibility criteria. The criteria is that a person needs to be elderly and or disabled, as well as needing assistance with three or more activities of daily living, one of which has to be food preparation. The New Hampshire Division of Adult and Elderly Services supports the development of alternative types of housing like CHSP, as well as assisted living programs that provide housing and supportive services for frail elderly and people with disabilities. Estimates suggest that the elderly population will grow dramatically over the next twenty years, increasing the demand for CHSP and other types of alternative housing programs. These programs have proven to be cost-effective and reduce the State's reliance on expensive nursing home placement.

Approximately a third of the City's elderly people live alone. In addition, 8,116 people are between the ages of 65- 74 and 7,269 elderly individuals are over the age of 75. It is estimated that of that total 1,768 are frail elderly people and 774 are between the ages of 65-74. It is estimated that the City has 994 elderly people who are 75 years of age and older, all of whom have a need for supportive housing. For the frail elderly aged 65-74, 155 or 21% are below poverty and thus considered to be in need of supportive housing services. For frail elderly people over the age of 75, it is estimated that 159 or 16% are below poverty and in need of supportive housing services.

Alternative housing programs like CHSP provides assistance to only a small percentage of those identified as being in need. The City must continue to experiment with other forms of alternative housing for elderly people. It is the role of the City's largest housing providers to develop programs that smaller agencies can use as a guide to remedy the problem that is anticipated with increases in the number of elderly people. The City should encourage its major housing providers to work with both HUD and the State of New Hampshire to develop new concepts.

In order for frail elderly and people with disabilities to qualify for participation in many state and federal housing and supportive service programs, they must first be eligible financially for public housing. Additionally they must also have health and mobility issues that prohibit them from functioning independently. Many frail elderly could benefit from housing and supportive service programs that allow them to remain independent and delay premature and costly institutionalization.

Persons with Disabilities

It is estimated that 2,449 (2.29% of Manchester population) individuals aged 16 and over have self-care mobility disabilities; the number of people aged 16 and over who are physically disabled is 9,147 (8.55%) (2000 US Census).

The Mental Health Center of Greater Manchester - In 2004 The Mental Health Center of Greater Manchester provided treatment services to 8,353 individuals from Manchester. This included 2975 severely or chronically mentally ill persons, or 35% of the total, that were served in the Center's comprehensive network of community based care. The Mental Health Center of Greater Manchester indicated that 270 persons received housing assistance during 2004. The Mental Health Center continues to suggest that additional affordable independent units are needed for the population they serve, especially efficiencies and single room occupancy units. The Mental Health Center estimates that 50% of the clients they serve suffer from severe mental illness, while 50% suffer from severe mental illness and alcohol/other drug abuse.

Developmental Disabilities

Moore Center Services - Moore Center Services, Inc. (MCS), as the largest area agency in the state of New Hampshire, is devoted to the care and support of individuals with developmental disabilities. With strong community roots, the agency's role historically – as it remains today – has been to support and benefit people with developmental disabilities in greater Manchester. Additionally, the agency provides support to client's families. Incorporated in 1960, MCS has grown to provide programs in integrated living, vocational growth,

family support (including respite care for families,) adult foster care, child development, medical and clinical services, assisted independent living, camping experiences and service coordination.

Everyday, Moore Center Services opens its doors to serve close to 1,400 individuals with developmental disabilities, family members and friends. Many programs and services are provided through the center to those in need. MCS' staff provides encouragement, comfort, training, care and compassion for each and every person who enters through the center's doors.

Yet, despite the needs and demands for programs and services, Moore Center Services has a significant waiting list for those in need. Demand far out-weighs the center's ability to fund sufficient programming for those awaiting services.

Individuals are assisted, based on their own desires and needs, to become productive, vital members of the greater Manchester community. The Moore Center's philosophy and practice is to assist individuals in setting their own future and living their lives as they see fit.

Serenity Place- "provides supervised detoxification and crisis services. Serenity Place's core services revolve around a residential program for those suffering from alcohol and drug addiction, primarily for indigent, un/under insured and often homeless individuals. It is the only non-profit facility that offers social detoxification and sobriety maintenance for primarily indigent clients within a 20 mile radius" (Serenity Place 2004 Annual Report). In fiscal year 2004, 5,454 client treatment days were delivered, 344 clients received treatment and 784 clients were helped through the Impaired Driver Intervention Program. Serenity Place also brings awareness to children of the community, providing preventative education. Serenity Place projects a 10 percent increase in clients for fiscal year 2005. Serenity Place indicates that their current challenge is the lack of treatment beds, especially for women. There is a 7-10 day waiting list for women, with about 25-30 women on the list at any time; the waiting list for men is about 12-15 days (Serenity Place 2004 Annual Report).

The Farnum Center - The Farnum Center provides substance abuse treatment services comprised of both residential and outpatient. The Farnum Center is a non-medical, non-psychiatric program that employs the services of licensed psychologist. This treatment facility is a 4 to 6 week inpatient program that provides substance abuse treatment in a therapeutic setting. The Farnum Center houses approximately 29 beds. The occupancy rate at the Farnum Center is 100% with a long waiting list. Following completion of treatment most clients remain in the Manchester area where they seek employment and permanent housing. The Outpatient Clinic provides counseling for people that abuse alcohol and other drugs and their families. Staff at the Farnum Center expressed a need for safe and sober transitional housing for both men and women. Many residents are accepted for halfway house placement but often there is a two to three week waiting period.

Helping Hands Outreach Center- is a non-denominational outreach and referral service that operates a 30 bed transitional housing program for men in recovery. During a 12-month period in 2003-04, Helping Hands provided housing and meals to 99 unduplicated individuals for a total of 7,700 bed nights. Along with safe shelter, the residents receive ongoing counseling for their addiction issues as well as life skills development training such as anger management, self-governance and financial planning. Residents arrive through a referral process from a treatment or correctional facility and must be able to document as well as maintain sobriety while in residence. Generally, residents fall into two categories: One group consists of those who are in

transition from a detoxification or short term treatment program and are awaiting beds in a long-term treatment facility; the average length of stay for these men is two to eight weeks. The other group, are those who have completed treatment and are preparing for independent living; these individuals usually stay for three to twenty-four months while they regain their health, pay off debts, find employment, clear up legal issues and save funds for permanent housing. It is the goal of Helping Hands Outreach Center to provide its clients with the opportunity to lead stable, productive lives after leaving the center.

Staff at the Helping Hands Outreach Center outlined the following gaps in service for the clients in their program:

- Transportation for clients who work 2nd and 3rd shifts;
- Dental and medical programs to assist those in need, especially the homeless; and
- Additional emergency transitional housing for women who are substance free and/or have recently been released from prison.

Southern New Hampshire Services Robinson House - Robinson House provides 24 units of transitional housing for men recovering from substance abuse. The program offers residents supportive services to facilitate transition to permanent housing. During 2004 Robinson House provided services to 43 individuals. Staff at the Robinson House indicate that the biggest unmet need is the lack of sober holding facilities for prospective residents awaiting a vacancy at their facility.

Persons with HIV/AIDS

Greater Manchester AIDS Project (GMAP), serves individuals infected/affected with HIV/AIDS in the Greater Manchester community. The organization was founded in 1987 as the New Hampshire AIDS Foundation (NHAF). GMAP has three major programs within the agency: Client Services, Prevention Education and Outreach and Housing Opportunities for People with AIDS (HOPWA) program.

Client Services & HOPWA

GMAP's Client Services department provides case management, client advocacy, food services, rental assistance, transportation assistance, referrals and any other necessary assistance for their individual clients. Client Services at GMAP are available in English, Spanish, Arabic and several African languages. Currently, GMAP Client Services provides services to 102 HIV+ clients as well as their partners and families. Their HIV/AIDS caseload is comprised of 69 Caucasian, 18 Latina/o, and 15 Black individuals. This includes 72 males and 30 females. Of this total, 72 clients are considered to be HIV+ while 30 are considered to have AIDS. Eighteen of their clients qualify for Section 8 Housing Assistance. 23 receive either emergency or long-term assistance from Housing Opportunities for People with AIDS (HOPWA); and, 64 receive rental assistance. Three of their clients are currently or have been in homeless shelters during the last 12 months.

Education/Prevention

Their prevention program works both with HIV positive individuals as well as individuals at high risk. Prevention at GMAP provides community outreach, focusing on the general population in addition to those who are HIV positive, men who have sex with men and intravenous drug users (IDU). Their Prevention Outreach services including risk reduction counseling, education series, prevention case management and testing service about 1200 clients a year.

Special Need Facilities

The Manchester Planning Department identified seven population groups currently assisted by human service agencies in the City: [1] persons with disabilities (persons with mental illness, developmental disabilities), [2] persons with physical disabilities, [3] persons with AIDS, [4] persons with alcohol and other drug dependency, [5] elderly families, [6] children and young adults and [7] Victims of Domestic Violence. Human service agencies that provide housing services to the groups identified were invited to participate in the process and were provided with opportunities to meet individually with Planning Department staff. Individual meetings allowed agency representatives to provide information on their programs, update statistical data on their clientele and discuss gaps in service.

Persons with Disabilities

In the preparation of the Consolidated Plan, the City Planning Department conducted an extensive survey of Manchester agencies that provide services to persons with disabilities. The following is a listing of agencies that participated in the process and a description of their facilities if they have not already been described.

Facilities for Persons with Developmental Disabilities

Moore Center Services - Facilities have been previously described.

Facilities for Persons with Mental Illness/Psychiatric Disorders

The Mental Health Center of Greater Manchester – Facilities have been previously described.

The following is a list of area facilities under the administration of the Mental Health Center:

- *Gemini House* - Gemini House is a 15-bed residential treatment program for homeless individuals suffering from severe and persistent mental illness and substance use disorders. Gemini House provides structured intensive rehabilitative services and life pattern psychiatric assistance for the homeless persons. Those housed at Gemini House have been found to be treatment resistant. Psychiatric and substance abuse treatment is offered through Recovery Programs. Mental Illness management services are offered within the residence and participation in other community resources such as Alcoholics Anonymous are an integral part of the program.
- *Cypress Center* – The Cypress Center is a 24-hour acute care program with 15 beds. The Cypress Center offers short term stays in a non-hospital setting that is safe, comfortable and cost effective. The program offered by the Cypress Center is an alternative to an in-patient treatment.
- *Brown Avenue* – The Brown Avenue group home is a HUD financed 12-unit facility. The group home provides housing and 24-hour supervision to elderly clients and clients with severe health and mental disabilities.
- *Manchester Street* - The Manchester Street facility provides single room occupancy for sixteen

residents.

- *Merrimack Street* - The Merrimack Street facility provides shared apartments for 24 residents and offers respite bed.
- The housing outreach team offers in-home services to patients of The Center in their own apartments or home in order to enable them to live independently. They served 178 persons in 2004.

Facilities for Persons with Physical Disabilities

Crotched Mountain Rehabilitation Center - The Crotched Mountain Rehabilitation Center administers the Courtyard Apartments - a 24-unit residence for persons with physical disabilities. The Courtyard Apartments have 22 one-bedroom apartments and 2 two-bedroom apartments. All units at the Courtyard Apartments are filled. It is estimated that 8 individuals are currently on the waiting list for units in the housing complex. The waiting period for these units to become available currently is approximately one year. Crotched Mountain is a non-profit organization offering rehabilitation, education, housing, assisted living and health services to people with disabilities. Crotched Mountain operates programs at the Crotched Mountain Rehabilitation Center in Greenfield, NH and at locations throughout New Hampshire, as well as in Maine, Massachusetts and New York State.

Manchester Housing and Redevelopment Authority (MHRA) - Manchester Housing and Redevelopment Authority provides 71 units of housing for the physically disabled. According to information obtained for the MHRA they currently have an open waiting list for their physically disabled units.

The following organizations also serve the physically disabled population. In Manchester, Granite State Independent Living provides public and private agencies with certified language interpreters. Program participants receive peer counseling, employment preparation and independent living services. Staff at Granite State Living estimate that there are more than 500 hearing impaired individuals in the City. However, the number may be far greater as many elderly in the City fail to acknowledge this disability.

Easter Seals Society of New Hampshire - This organization provides physical and vocational rehabilitation to a broad range of clients with physical disabilities. Easter Seals strives to mainstream the disabled into the community. Transportation is among the largest and most successful services provided by the Easter Seals Society of New Hampshire in the Manchester area. Special Transit Service, Inc. (STS) is a division of Easter Seal Society of NH, Inc. STS has been a provider of quality community and special education transportation since 1980. Conceived by the Southern New Hampshire Planning Commission and the Manchester Human Services Council in 1979 and organized as a 501 C 3 organization, it's only function is to provide quality special needs transportation. STS is certified and licensed by the NH Department of Safety; NH Health and Human Services; EMS; American Red Cross and the NH Department of Transportation. The agency has an operational fleet of over one hundred (100) specially equipped vehicles and an experienced and dedicated staff, numbering over one hundred ten (110) men and women. Vehicle operators are all professionally trained in defensive driving, passenger assistance techniques, CPR and first aid. A Board of Directors, a President and Vice President as well as an Operations Management staff oversee deployment of service. STS has a fully staffed maintenance facility to support its fleet, that includes highly qualified mechanics and a Fleet Manager.

STS currently provides special education transportation for Manchester and other school districts in the State totaling over 650 students on a daily basis. The agency provides another 400 trips per day in community and human service transportation. Some STS clients include Southern New Hampshire Services; NH Division of Elderly and Adult Services; NH Division of Vocational Rehabilitation; Retired Senior Volunteer Program; Easter Seals Programs; Manchester Housing Authority; Muscular Dystrophy Association; Catholic Medical Center; Veterans Administration; Elliot Hospital; Granite State Independent Living Foundation; Nursing Homes; Mental Health Center of Greater Manchester; the Manchester Community Health Center, Community Health Services of Derry; Greater Derry-Greater Salem Transportation Council; and St. Joseph's Community Services as well as many other organizations and the general public.

STS has been honored by the National Easter Seal Society as the recipient of its Program Innovation Award. The NH Department of Transportation also has recognized it for its outstanding contribution for staff training. The agency currently operates a three million dollar annual budget.

Persons with AIDS

Persons with HIV-AIDS – The Merrimack Valley Assistance Program (MVAP) provides case management, housing assistance counseling, medical services, client advocacy and education. MVAP lists the need for affordable housing among its most pressing problem, especially for homeless children and young adults. MVAP cites long waiting lists for subsidized housing as well as regulations associated with obtaining housing as impediments for people inflicted with the AIDS virus. MVAP continues to work with the state as it attempts to develop solutions to problems associated with finding suitable housing for persons with AIDS. They continue to provide education on the AIDS epidemic, however they stress that it is critical that housing opportunities are developed, along with a continuum of care, that provides access to medical facilities and public transportation.

At the present the only facilities that service persons with AIDS are the Visiting Nurse Association that operates a hospice program in Manchester and the local Veterans Hospital that serves veterans from all over northern New England (Maine, New Hampshire and Vermont). MVAP is a member of the Granite State Consortium that is composed of five AIDS Service Organizations (ASO). The NH AIDS Foundation was taken over by MVAP in 1999, it was renamed Greater Manchester AIDS Project (GMAP). GMAP's service area is part of Rockingham, Hillsborough and Merrimack counties. Persons afflicted with the disease travel to Boston, Portland or the state of Vermont to receive treatment. Staff at GMAP said that they have serviced married couples, women with AIDS, minorities and prostitutes with AIDS. Staff also mentioned that sub-populations of this group are (1) persons with AIDS who are abusing alcohol, and (2) persons with AIDS who are abusing other drugs.

Facilities for Persons with Alcohol and Other Drug Dependency

An established network continues to provide services for populations suffering from alcohol and other drug abuse dependencies in the City. Participating agencies provide a step-by-step program that individuals must follow in order to successfully recover for dependence. Agencies participating in the development of the Consolidated Plan report that the demand for available beds continues to be high and that they have long waiting lists.

Granite State Independent Living- This statewide agency provides a variety of services to persons with disabilities. Their services include assistance to improve the quality of life of New Hampshire's NCADD –

National Council on Alcoholism and Drug Dependence Serenity Place (formerly known as The Sobriety Maintenance Center) offers social detoxification services and programming. In 2004, the NCADD provided housing and supportive services to 503 unduplicated clients.

The Farnum Center – Facilities have been previously described.

Tirrell House - Tirrell House is a halfway house containing 14 beds for recovering males. Operated and staffed by the Bureau of Substance Abuse Services, the facility is designed to give short-term supportive care and rehabilitation. The average stay for participants is three months. Currently a waiting list exists for the program of approximately 2-3 months. Among the services provided by Tirrell House include alcoholics anonymous meetings, group counseling, AIDS education, GED and interviewing skills and job placement. In 2004 the Tirrell House provided services to approximately 120 clients.

Southern New Hampshire Services Robinson House - Facilities have been previously described.

Serenity Place- Facilities have been previously described.

Veteran's Hospital – No detoxification facility exists anymore. The Veteran's Hospital sends clients to affiliated facilities in neighboring states, Vermont is the most likely candidate to receive clientele.

The Elderly

With baby boomers about to enter their 60's, as well as people living longer, the percentage of elderly people is growing. Information from the 2000 Census, indicated that approximately 15% of Manchester's population at that time were elderly (62 and over). The State of New Hampshire does not provide population projections by town by age, but does provide projections by county by age. By figuring the percentage of each age cohort for Hillsborough County and applying those percentages to Manchester, an estimated population projection was created. It is estimated that in 2010, the population of those 62 and older will be roughly 15% of Manchester's population. In 2015, this cohort is expected to increase to 17.7%, 2020 the cohort will be at 21% of the population, and by 2025, it is estimated at 23.5% of Manchester's total population. As the aging population continues to grow, the demand for housing and supportive services will intensify. According to the State Plan on Aging for 2003, "Between 2000 and 2015, when the elderly population [of New Hampshire] is expected to increase by 31 percent, the population that has traditionally been paid caregivers (women 22-44 years old) to the elderly will not experience growth, but rather decrease 2.5 percent by 2015" (www.dhhs.nh.gov). Housing providers that assist the elderly population must continue to establish relationships with home health care agencies in order to maximize potential funding opportunities from both state and federal sources. Innovative housing concepts such as the Congregate Housing Services Program, assisted living, comprehensive home and health care services and other alternative programs will require the participation of both public and private housing developers. The initiative to develop new programs rests with the organizations in the City with the greatest number of resources. It is incumbent upon them to assume the risks involved in the development of new and innovative concepts that will best serve the City's frail elderly population.

The Senior Companion Program was created to help those 60 years and older to be able to stay in their own home for as long as possible. Having people visit homebound elderly, those who are not able to leave either because of physical or emotional reasons, “encourages independence and helps improve the quality of their [homebound seniors] lives” (<http://www.manchesternh.gov/CityGov/ELD/sencompanion.html>).

Manchester’s Zoning Ordinance allows for residential accessory dwelling units for the elderly population; this is allowed by right in three of the six residential zones and allowed by special exception by the ZBA in the other three. The “residential accessory dwelling units are intended to provide opportunities for families to provide affordable housing alternatives for elder relatives in small independent living units located within existing single family detached dwellings” (Manchester Zoning Ordinance 2001, 8.21). There are conditions in that there may only be one bedroom, only one accessory dwelling unit is allowed per home and only 2 people may reside in the accessory unit, one who must be aged 62 or older. Having these accessory apartments as an option for families may mean that older family members need not go in to independent living facilities. This means that there may be more room in the independent living facilities for those who do not have family members able to provide these apartments or for those whose ailments are too far along for a family member to manage.

Manchester Housing and Redevelopment Authority - Manchester Housing and Redevelopment Authority sponsors four Congregate Housing Services Programs [CHSP] that offer housing and supportive services that meet the needs of frail elderly and handicapped individuals. The four sites contain 107 units of public housing and provide meals, housekeeping, personal assistance, transportation and case management to eligible residents. The program is designed to allow frail elderly and handicapped individuals delay/avoid placement into a nursing home. The MHRA maintains a separate waiting list for elderly seeking to participate in one of the Authority’s CHSP’s. Additionally, it is estimated that MHRA provides housing in 870 units to elderly and/or disabled persons who live independently.

Other Programs for the Elderly

The William B. Cashin Senior Activity Center: The William B. Cashin Senior Activity Center completed construction and began operating last year. The Cashin Senior Center is a hub for senior activity. The Cashin Senior Center is located on Manchester’s West Side. Activities include games, trips, holiday functions, dinners, line dancing, crafts, educational seminars, speakers and performances. The Cashin Senior Center also has a monthly newsletter with a listing of activities and a schedule that is distributed in the Community. (William B. Cashin Senior Activity Center, 2004)

Easter Seals Society of New Hampshire: Easter Seals New Hampshire has provided a variety of adult day services ranging from a medical day rehabilitation program for those who need nursing monitoring to an ambulatory program for people with light medical and mental health needs, and an Alzheimer’s Day Program for people with dementia and memory loss. Easter Seals’ adult day programs were developed in response to community needs and have become one of the agency’s fastest growing service areas. Adult Day services are now a cornerstone in the continuum of care for the rapidly growing elderly population who require caregiver assistance during the day. With 70% of frail elders in the City being cared for at home, adult day services help families maintain their loved ones at home and offer respite to their caregivers. The Adult Day Program has a focus that includes activities of daily living that allow participants to maintain the skills needed for a health lifestyle, nutrition, exercise, planning and socialization. According to Easter Seals Annual Report for FY 2004,

senior services were provided to 1,190 individuals in that time period. Easter Seals provides medical transportation for people who receive Medicaid and use wheelchairs (<http://nh.easterseals.com>). An average of 30 people per day participated in the program. Special Transit Service, Inc. provides transportation to isolated elderly individuals in the Greater Manchester area. Consumers who qualify for this program are not appropriate for other transportation services. Transportation for essential services is provided at a donation cost to individuals. Guide assistance is provided. Most consumers are single person households in their eighties living on limited incomes. The program is designed to provide service, that helps the individual remain independent. Transportation is considered a vital link in the social service delivery system. STS accepts referrals from appropriate agencies and the general public for this program. During the last year, STS has provided over 30,000 one way trips to 500 unduplicated senior passengers. This service is sponsored by the Health and Human Service Bureau of Elderly and Adult Services.

The Elliot Adult Day Programs: The Elliot Adult Day Program in Manchester provides two levels of care ranging from socialization to mild to moderate medical day assistance. The average age of clients' served by the program is estimated at 80 years. In 2004, the program served up to 28 people per day, with 5774 client days provided to Manchester's most frail elderly. Round trip transportation is also offered at a minimal charge.

The Elliot Adult Day Program at The Arbors in Bedford: Established in March of 2001. Specializes in the care of individuals experiencing the effects of Alzheimer's disease and other dementia-related issues. One level of care is provided with client activities modified according to client's cognitive ability. The average age of clients' served by the program is estimated at 80 years. In 2004, the program served up to 21 people per day, with 3406 client days provided to the Manchester, Bedford and Merrimack's most frail elderly. Round trip transportation is also offered at a minimal charge.

Facilities for Children

Child and Family Services of NH - Runaway & Homeless Youth Program - The Runaway and Homeless Youth Program sponsored by Child and Family Services of NH offers outreach, crisis intervention, counseling, emergency shelter, aftercare and appropriate referral to runaway, homeless and those at risk of such behavior and their families. This program has assisted Manchester area youth and their families since 1973. Outreach social workers provide crisis intervention and short-term counseling to youth that are runaways, throwaways, or homeless or at risk of homelessness. The greatest at-risk group according to staff is 17 year olds that have left foster care but are too young to be admitted into the City's Shelters. Emergency shelter is provided by volunteer host homes. Program staff provides aftercare. For 18 year olds who are too old for foster care or are homeless, a voluntary transitional living program is available. In 2004, Child & Family Services reports having worked with over 400 unduplicated clients. The street outreach program at Child & Family Services helps to identify the most at-risk street youth and gently guide them to access the needed services.

Other Services for Children

Manchester Office of Youth Services [OYS] -OYS offers a range of prevention programming that provide assistance to children and young adults identified as having difficulty at school, in the community or within the family structure. The Office of Youth Services is open daily and accepts referrals from families, schools, the Police Department, local treatment programs and other area human service agencies in the City. The Office of

Youth Services provides counseling and referral services, substance abuse evaluation and a court ordered restitution program.

Youth Served by the Manchester Office of Youth Services

<u>ACTIVITY</u>	<u>2003</u>	<u>2004</u>
Crisis Intervention	220	207
CHINS [Filed for Court]	46	20
Court Mandated Alcohol Education	28	75
Court Alcohol/Drug Program Referrals	39	184

MCP-Table 1, Manchester Office of Youth Services, 2004

Housing Needs Assessment

This involves a projection of housing needs for Manchester's residents for the next five years. It focuses on the needs of renters and homeowners with incomes below the median including special needs populations such as the elderly, the disabled, persons with HIV/Aids and large families. Problems such as overcrowding, substandard housing, cost burden and severe cost burden are considered by HUD to be the benchmarks that should be considered in determining and identifying the housing needs of the Community.

A housing needs assessment relating to the categories of persons affected was developed using information from the City's 2000 Consolidated Plan. 2000-Census Data was used in instances where updated information was not available. Supplementing the Consolidated Plan is information that was obtained through Public Hearings, meetings with public and private community based organizations and through a review of information obtained from the New Hampshire Housing Finance Authority, the Southern New Hampshire Planning Commission and the Manchester Chamber of Commerce.

See Attachment 6 for Table 2A

General Overview

For purposes of this analysis, households with housing needs are those identified as having any of the following three housing problems: 1) overcrowding, 2) excessive cost burden and 3) physical inadequacy. Using these indicators the following tables were developed. According to the 2000 census 13,343 households or 30% of the total of 44,224 owner/rental households experienced at least one of the problems mentioned. A review of the housing data provided by the Census as displayed in the following tables indicates that renters are more likely to experience a housing problem than owners. This is similar to the situation documented in the 1990 census although the percentage of households with housing problems has come down from the 32% noted in 1990. The data indicates that 36% of renters have at least one of the housing need indicators compared to 24% of homeowners. Based on our review, it appears that housing problems decline as incomes increase which was also the conclusion in 1990. Higher income households experience significantly fewer housing problems than low or extremely low-income households. For renter households, extremely low and very low-income

households comprise **37%** (1990: 35%) of the total number of rental households and account for 67% of the households with housing problems. For the owner households, 70% of the lowest (<50%MFI) experience some housing problems compared to only 8.4% of owners whose incomes are above the median income for the City. The significance of income relative to the incidence of housing problems is further borne out in a comparison of the percentage of moderate-income renter households that experience housing problems (6%), versus that of the extremely low-income which is seven times as great at 67%, (for owners this ratio is just under 9).

According to the 2000 Census, the City's Median Family Income was \$50,039. 30% of this income, \$15,011.70 is what the extremely low income group earns, 50% or \$25,019.50 is what the low income households earn. 80% or \$40,031.20 is what the moderate households earn. In order for housing to be considered affordable, the housing cannot cost more than 30% of one's monthly household income. For the extremely low income (0-30%), the housing cost per month which is considered affordable is \$375.29, for the low-income group (31-50%), \$625.49 is the most they can affordably spend on housing per month, and finally the moderate income group (51-80%) can spend up to \$1,000.78 per month. The measure of affordability (30% of monthly household income) is what a landlord or bank may use to determine whether the said person could afford to live there.

It is interesting to note that the median house cost decreased from 1990 to 2000, from \$118,500 to \$114,600. We sometimes assume that owner households have more money to spend on housing costs than renters and that the owner households would spend less than 30% of their income on housing costs than renters. Since owning a house has more costs associated with it than rental units, an assumption can be made that people have money set aside and that they are able to afford what they own. As can be seen from the proceeding data from the 2000 Census, more owners under the age of 65 are spending more than 30% of their income on housing than renters. A speculation is interest rates have been particularly low, making people feel that they can buy more house than they can actually afford.

To a lesser degree, homeowners are experiencing fewer housing problems than renters. Renters with extremely low-incomes are more likely to experience difficulty with housing than low-income homeowners. Extremely low-income owner households comprise only **6.9%** (1990: 6%) of the total number of owners, yet they experience 20% of the problems of that group. Looking at all of the groups, large households tend to experience more housing problems than any other specific group.

Categories of persons affected are:

Extremely low and low-income households in total (less than 30% and less than 50% of the CMI City's Median Family Income) – According to the 2000 Census, Manchester has **6,645 (15.0% of total households in Manchester)** (1990: 5,609) extremely low-income families and **5,961 (13.5% of total households)** (1990: 4,194) low-income households, these two categories represent just less than one-third of the total number of households in the City. These households are significantly affected by at least one housing problem (72% indicated at least some type of housing problem) mostly related to affordability. The following tables indicate that **67%** (1990: 75%) of the extremely low-income rental households and **43%** (1990: 78%) of the low-income rental households have cost burdens (defined as housing costs that exceed 30% of their incomes) (Calculations based on 2000 Census). In terms of the percentage, these households are experiencing severe cost burdens (more than 50% of their income for rent) the incidence is 58% for the extremely low-income and 23% for the low-income households.

Relative to the extremely low and low-income households owning their own homes, the incidence of extremely low-income households expending more than 30% of their income for housing costs is estimated at **75%** (1990: 75%). For low-income owners the percentage with cost burdens relative to renters is smaller at 47% (1990: 39%). The homeowners in these income categories are also experiencing significantly fewer problems in the way of severe cost burdens as 43% of the extremely low-income owners and 16% of the low-income owners have identified a severe cost burden in excess of 50% of their income.

Moderate Income Households - (51%-80% of CMI - City's Median Family Income)

Manchester has **9,783** (1990: 7,653) households earning between 51% and 80% of the City's median family income which accounts for **22.1%** (1990: 19%) of the total number of households in the City. Within this income category **34%** or **3,359** are owner households and **66%** or 6,424 are rental households. Of the total owner occupied units, those with householders that earn up to 80% of the median family income, owner occupied households make up 15% of the total owner occupied housing units and for renter occupied housing units where the householder earns up to 80% of the median family income, the total is 24%. In owner-occupied housing units for those earning up to 80%, most can afford their housing (they spend less than 30% of the monthly income on housing costs). 38% of this group spends less than 20% of their household income on monthly owner housing costs. 30% of owners though are spending more than 30% of their household income on selected monthly owner costs. Renters in this income bracket also fare well, with 45% of renter households spending less than 20% of their household income on gross rent. Only 7% are spending more than 30% of their household income on rent. These households are also dealing with affordability problems but to a lesser degree than the extremely low and low-income households. As a group 41% have identified some type of housing problem with 40% experiencing cost burdens exceeding 30% of their incomes while only 5% have severe cost burdens in excess of 50% of their income. The likelihood for a household in this income category to experience a housing problem is much greater for a renter with 46% identifying some type of problem compared to 30% of the homeowners. More rental households have cost burdens in excess of 30% (45% versus 30%) however only 3% of rental households compared to 10% of owners have indicated a severe cost burden for housing exceeding 50% of their incomes.

Elderly Households – The best information available on the elderly population continues to be the 2000 Census. While there is clearly evidence that the elderly population has increased in the City, there is no documentation that lists the actual increase; that is why, as stated earlier (page 64), projections had to be made. In 2000, the elderly population in the City was estimated at **13.0%** (1990 13.6%) of the population. In 2010, it is estimated that the population of those aged 62 and older will be 15% of Manchester's total population. The 2000 Census states that elderly households (62 and older) accounted for **23.6%** (1990 23%) of the total number of households in the City. Data from the 2000 Census shows that approximately **28.4%** of owner occupied housing units are owned by someone aged 62 or older and **19.5%** of the rental occupied housing units are rented by someone aged 62 and older. For those aged 62 and older, 55.35% of them own their own home and 44.65% within the same age cohort rent. The two types of tenure, owner and renter, can affect different age cohorts, as a person ages, it may become more difficult to maintain a home and so rental units become more desirable. For those between the ages of 65-74, those who own their own home are able to afford their homes, with the majority of them (53.3%) spending less than 20% of their household income on selected monthly owner costs. For renters in this age cohort, it is a completely different story, 48.4% of these renters aged 65-74 spend 30% of their household income on rent. For the owner householder aged 75 and older, 43.4% spend less

than 20% of their household income on selected monthly owner costs, 32.1% of owners aged 75 and older spend more than 30% of their household income on selected monthly owner costs. For renter householders aged 75 and older, 53.4% of them spend 30% or more of their household income on rent. This makes sense because at the age of 65, it is likely that a person who owns their own home has paid off their mortgage, thus making their owner housing costs lessen, while with renters, rent will increase each year no matter your age. Approximately **47%** of those aged 65 to 74 had incomes that were less than 50% [\$25,019.50] of the City's median family income [\$50,039.]; the extremely low-income group (0-30%) was 24% of those aged 65-74. For those aged 75 and older, 62.3% of them earned less than 50% of the median family income; the extremely low income group (0-30%) was 37% of those aged 75 and older. A greater percentage of the elderly were living below the poverty level, in comparison to the general population. Persons 65 and over that were below poverty level, according to the 2000 Census, were at 11.7% as compared to those persons aged 18-64, at 8.8%. It was estimated that almost a third of the population aged 65 years and older are living alone (4,739). Approximately 47% of the City's elderly renters participated in a federal housing subsidy program.

In the City's last Consolidated Plan, access to affordable housing was identified as a critical issue for elderly people living in the City. Since most elderly individuals and families live on fixed incomes, the problem will only intensify as that segment of the population increases. Manchester's current stock of public housing units for the elderly has remained almost unchanged for over a decade and rents for elderly living in the community have risen dramatically over the last five years.

According to the 2000 Census, owner-occupied households for those 65 and older did not spend more than 30% of their household income on selected monthly housing costs. Conversely, elderly renters did experience problems with housing: in the age cohort 65-74, **37.9%** of them spent 35% or more of their household income on rent and those 75 and older, **45.2%** of that population spent 35% or more of their household income on rent. Most live in units where they pay more than 30% of their income for housing expenses.

Large family households - Large family households currently renting units or seeking rental housing commensurate with their family size face the most severe housing problems of any population group in the City. They appear to be the group most affected by the lack of decent affordable housing. They are also the group that is most susceptible to "doubling-up" and severe overcrowding conditions. In family households, 8.5% of these households were a five-person household (2000 Census). Over half (57%) of the City's large rental households indicate that they are dealing with some type of housing problem. For the extremely large, low-income families that rent housing units in the City, 97% report having housing problems and are experiencing difficulties paying their rent. It is estimated that 80% have severe cost burdens relating to housing. For large rental families with slightly greater incomes, the situation is almost as bleak as 90% report housing problems and cost burdens more than 30% of their incomes. The problems of this group will continue to intensify as inflation and the cost of living goes up.

The housing needs of the City's large households continue to present challenges to housing providers with large housing (3+ bdrms) units remaining in high demand and low supply.. The 2000 Census reports that there are 13,972 (68%) of owner occupied housing units which have 3 or more bedrooms, while there were only 5,035 (21%) rental units with 3 or more bedrooms. The vacancy rate in the City is at 4.3% and housing providers suggest that the most critical problem is finding decent affordable housing for large families (NHHFA 2004). Many of the City's large rental units are found in older buildings located within Manchester's inner city

neighborhoods. Despite efforts by Manchester Neighborhood Housing Services much of the City's larger housing buildings remain in less than decent condition. Not only is there a severe shortage of housing units for large families, those fortunate enough to find housing report that they pay much higher rents. The 2000 Census data shows that of the 3 bedroom rental units that are cash rent in Manchester, 43% (2,072) of them had rents between \$500 and \$749 range [median gross rent in 2000 was \$649 in Manchester]. The second largest group for cash rent paid for 3 bedroom apartments was the \$750-\$999 (33%) range. The National Low Income Housing Coalition (www.nlihc.org) states in their 2004 Out of Reach report that the fair market rent for a 4-bedroom rental unit in the Manchester PMSA was \$1,150. In order to afford this rent (not spending more than 30% of one's monthly income) working 40 hours a week, a person would have to earn \$22.12 an hour, an annual income of \$46,000. A person earning New Hampshire's minimum wage (\$5.15/hour) must work 172 hours a week in order to afford the fair market rent.

Minority Households - Minority households also experience severe housing problems and proportionally spend more of their income for housing than other population group. More minority households rent housing relative to their proportion of the population. Minority households account for **9.1%** (1990: 5.6%) of the total number of rental households and **2.6%** (1990: 1.7%) of the total owner households in the City. The previous statistics did not include those of Hispanic or Latin descent as individuals of that ethnicity are categorized as another race. For those of Hispanic descent, 16.1% of the housing units occupied by Hispanic/Latin householders are owner and 83.9% are renter occupied. The income distribution of minorities varies significantly between renters and homeowners in comparison to other population groups in the City. Minority households which are considered extremely low-income (30%) make up 25.7% of the total minority households, low-income households make up 13.6% of the total minority households, and finally, minority moderate income households are 19.7% of the total minority households. It is estimated that for minority homeowners the percentage of households with incomes below 80% of the City's median income is 28%. Over 71% of minority renter households in the City have incomes below 80% of median. This compared to the citywide percentage of 59% for rental households. The percentage of minority households with housing problems for both owners and renters is also significantly greater than that of the total citywide percentage. More than half (51%) of minority renters and a third of minority owners experience housing problems. This compares to 40% of the total City rental households and 23% of the total City owner households. Breaking these statistics down by ethnic group, 56% of African American and 52% of Hispanic rental households are experiencing housing problems. Therefore, according to the HUD definition of disproportionate need the housing problems of Manchester's minorities particularly its African American and Hispanic populations are more than 10 percent greater than the total population.

Based on the income data for minority populations, housing affordability is a major problem. Minority and refugee populations that have migrated to Manchester have sought housing in the City's inner city neighborhoods because of job opportunities and generally low cost housing. Most immigrant and refugee families speak a language other than English and tend to congregate in the same general area for support and companionship of other who share the same culture. NH Legal Aide provided evidence and documentation of cases of discrimination by landlords where minority populations were involved. In most cases, it was perceived by the family seeking housing that they had been denied a rental unit because of language, color or other cultural issue.

Persons with Disabilities – Affordability of decent housing continues to be a critical problem for people with disabilities, especially if they are low-income. Agencies that support people with disabilities continue to stress the need for additional services such as transportation and permanent employment, in addition to the need for housing. Very few new rental units have been added to the inventory in the last five years, despite a growing need for additional affordable housing for this population. Given the competition that currently exists in the City for available rental housing, this population will continue to struggle to obtain decent affordable housing opportunities.

Persons with Physical Disabilities - Data obtained from the 2000 Census indicated that there were **2,449** (1990: 5,170) individuals over the age of 16 with self-care mobility disabilities in Manchester. According to the 2000 Census there are a total of 9,147 non-institutionalized persons over the age of 16 with physical disabilities living in Manchester. People with disabilities cite access and affordability among the housing problems most affecting their population group. People with disabilities, that have fixed incomes, must first struggle to find appropriate housing and then arrange for a Home Health Aide to assist with personal care, shopping and household chores. The State currently provides funding for people with disabilities to hire Aides through its Medicaid Program. Unfortunately, funding provided by the state is not adequate to hire and maintain employees that are certified and dependable employees for this population.

Overcrowding – In 2000, it was reported that the overall the incidence of overcrowding has increased with renters. At that time **7.73%** of renters, up from 2.3% in 1995 and less than one percent (**.87%**) of owners had more than one person per room living in their home. In 2000, it was reported that for the Manchester PMSA, there were 0.7% of crowded owner households and 2.9% of crowded renter households (NLIHC). Overcrowding poses a considerable problem, not only for large families, but also for small families and individuals. “Doubling Up” has created a unique phenomenon in the City and it has impacted practically every income group as housing remains scarce and rents are high. Based on information obtained from housing providers in the City, overcrowded housing units continue to be a very serious problem. Relative to affordability, analysis of Table 4 from the CHAS data book indicates that there were only 139 affordable 3 bedroom or larger units that were available to the extremely low-income large households. There were 583 similar size units available to very low-income large rental households. Considering that there were only 1,302 large rental households, there was a tremendous need to house this group.

Substandard Housing Conditions - In compiling an estimate of the number of units with physical inadequacies defined as substandard the 2000 Census, the City combined units lacking plumbing with units that were built prior to 1940. Additionally they factored in housing units that appeared affordable to extremely low-income households, along with the number of vacant units identified as affordable for the same income category. An assumption was made using this methodology that vacant units and all old units were physically inadequate and likely needed extensive renovations including lead paint abatement.

The 2000 Census data shows some interesting occurrences regarding housing units lacking complete plumbing units. The data shows that there is no correlation between a housing unit lacking complete plumbing facilities and instances of overcrowding (more than one person per room). The data though does show a correlation between units lacking complete plumbing facilities and older housing units, especially units built in 1939 or earlier. The shock occurs when looking at data on plumbing facilities in housing units, in both owner and renter housing units where incomes in 1999 were below poverty level, none of those housing units were lacking

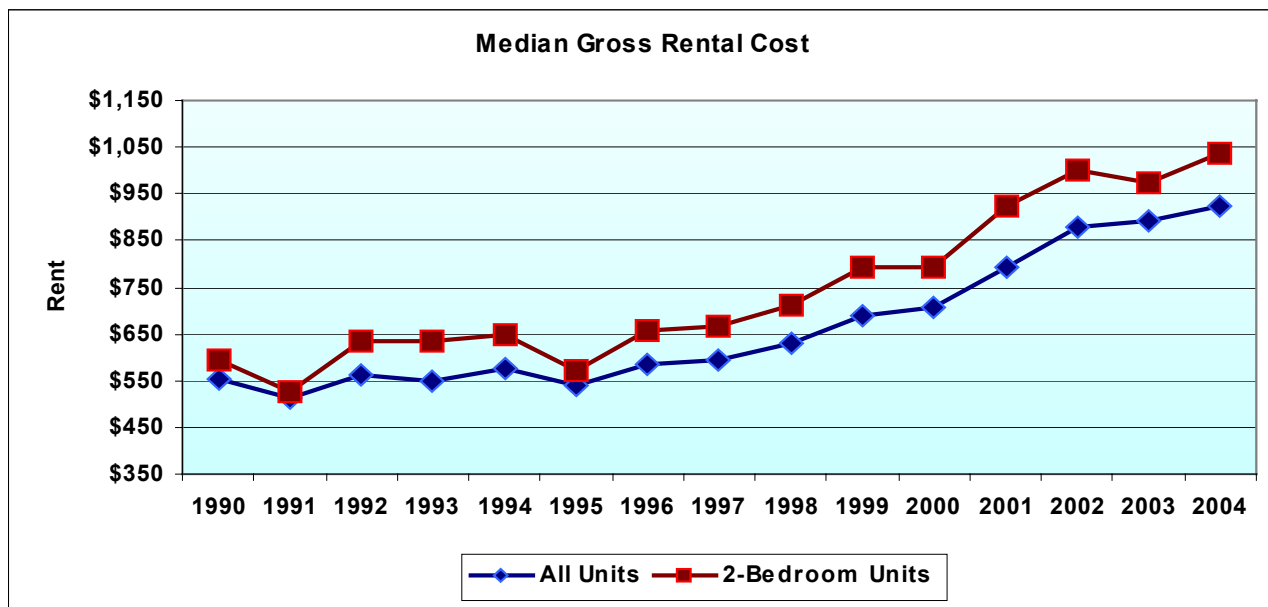
complete plumbing facilities. For the owner and renter housing units where the income was at or above poverty level in 1999, there were units that were lacking complete plumbing facilities. A possible population in need may be the population just at the poverty level.

Based on these assumptions, it was estimated that 1% of the owner housing stock and 18.5% of the rental stock was physically inadequate or substandard. In terms of numbers this translated to 4,028 rental units and 247 owner units that were in need of rehabilitation.

Significant Housing Market Characteristics

Manchester is New Hampshire's largest city, an urban center that has historically served as a rental housing market for a higher percentage of Manchester's families than single family homes. It is estimated that fifty-four percent (54%) of the available housing units in the City are renter occupied. There are 45,892 units of housing in the City of Manchester, with 96.4% occupied according to information provided by the City's Building Department.

A survey conducted in 2004 by the NH Housing Finance Authority estimated the vacancy rate in the City at 4.3%; this compares to a vacancy rate estimated at 2.5% eight years ago. In Manchester, like other communities across the country, housing resources are tied directly to economic cycles of supply and demand. In the last three years, the cost of rental housing has risen with the growing economy. In 1999 the average cost for a two-bedroom unit was \$794, in 2004 that same unit rented for \$1,036. [NHHFA]. Since 2000, there has been a rental increase of 62.32% in Hillsborough County, the largest in the state of New Hampshire.



MCP-Chart 3, Source NHHFA, 2004

Since the vacancy rates have increased there is less available affordable housing for people in the rental market. In the current economy, rent increases exceed what low-income households are capable of paying. As one

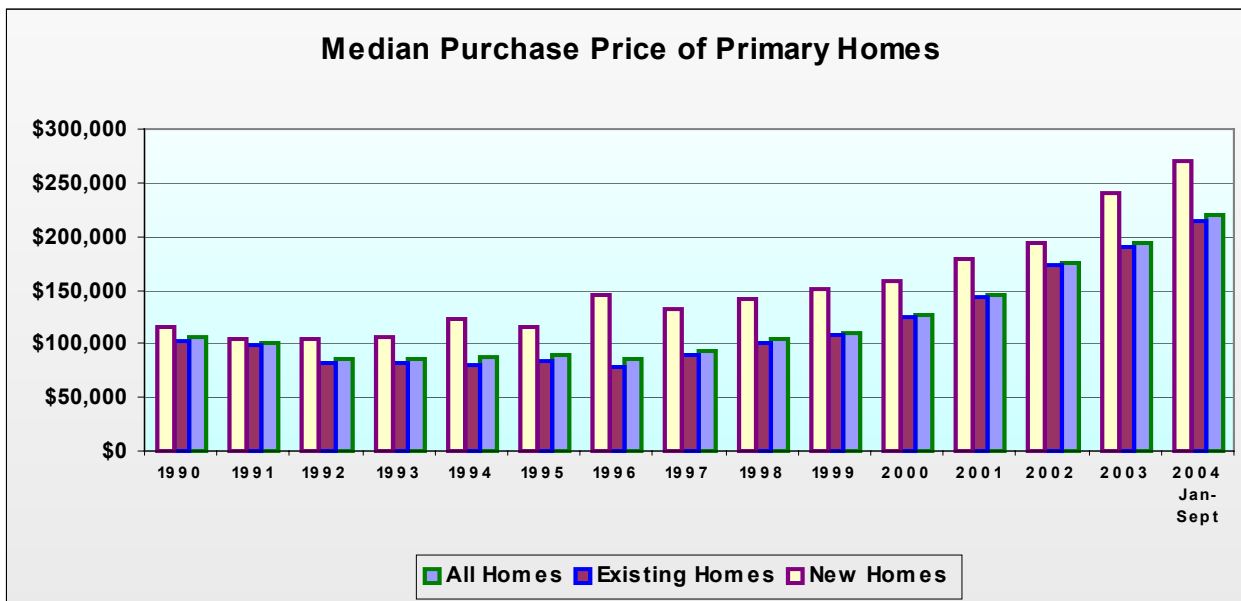
provider put it, “When the money is not there to pay the rent and utilities, housing is lost.” Those with the lowest incomes are having the greatest difficulty obtaining decent housing in Manchester’s current rental market.

The age of residential buildings often helps describe the potential housing needs of a community. A large proportion of older residences may serve as an indication of the need for rehabilitation and/or renovation. In addition, an analysis of older units may also reveal that certain community districts have a high degree of historic significance. In order to preserve the housing supply represented by older buildings, municipalities may need to focus on inspections, maintenance and upgrading of these units throughout the community. Providing counseling to owners of various funding sources and providing assistance to them has the potential to be a part of the program to retain housing in older structures. Of the 15,169 units in the City that were built before 1940, renters occupy 62% or 9,453 housing units. Low and very low-income individuals occupy 97%, or a significant number of the rental units. In the 1940-1959 class, only 32% of the units are used as rentals; however 93% are utilized by low or very low income people. Renters occupy fifty-five percent of the units built between 1960-1979, while 94% are low/very low-income individuals. There has been virtually no new non-subsidized rental construction in the last three years.

Along with the rental market, the overall price of properties in the Manchester area has also increased dramatically. In 1994 the average property in the City was selling for just under \$90,000. In 1999, the average property sold for \$147,399, an increase of over sixty-percent. In 2004, the average property sold for \$235,840 (Median \$226,350), an increase of approximately fifty-percent from 1999.

The demand for affordable single-family housing is very strong in the City. The owner occupied housing market analysis shows that Manchester has emerged from the recession of the early 90’s and boasts the strongest housing market in years. Information provided by the New Hampshire Association of Realtors indicated that in 2004, 1018 single-family homes sold in Manchester. This compares to 2,250 that were sold in 1999.

MCP-Chart 4, NHHFA 2004



While the median household effective income has increased to \$47,196 (2003), it has not kept up with the increased cost of housing. Manchester Neighborhood Housing Services (MNHS) has implemented a very successful program to assist low-income families with the purchase of a home. In 2004, MNHS assisted over 100 households purchase homes in Manchester. MNHS reports that potential low-income homebuyers lack the down payments and closing costs, and with assistance and counseling sessions potential buyers are provided with information on the do's and don'ts of owning a home.

New Hampshire Housing Finance Authority (NHHFA) - New Hampshire Housing Finance Authority is a public benefit corporation whose mission is to promote, finance and support safe, affordable and needed housing and related services for New Hampshire families, individuals and communities. In addition, New Hampshire Housing seeks to contribute to, support and sustain the economic development of the State, communities and neighborhoods by providing financial support for the development of housing opportunities for all people. In accordance with its mission, the Authority operates a broad range of programs designed to assist low and moderate-income persons and families obtain decent, safe and affordable housing. (www.nhhfa.org, 2005)

Racial/Ethnic Concentration

Manchester is similar to the rest of the State of New Hampshire and has a population that is predominantly white, estimated at 91.7% in the 2000 Census. From 1990-2000 the African-American population in the City grew by 132% and the Asian population by 128%. Since 1987 over 1700 refugees have resettled into greater Manchester, according to the International Institute of New Hampshire. According to Lutheran Social Services (LSS), approximately 75-100 refugees per year relocate to Manchester. For fiscal year 2005, LSS is anticipating 200 refugees to locate in New Hampshire and to date 22 of these refugees have relocated to Manchester. The Manchester Health Department reports "370 refugees resettled in Manchester last fiscal year" (The Union Leader, "City Hopes for More Say on Refugees" A-1 3/14/2005). Resettlement occurs in urban communities in order to take advantage of low-cost housing, jobs and transportation and is usually in one of the City's inner city neighborhoods. According to a recent school district report, there are "76 languages and dialects spoken by children in Manchester schools...Of the total 3,332 ELL [English Language Learner] students in New Hampshire during the 2003-2004 school year, 2,365 [71%] were in Manchester schools" (The Union Leader, "For City, Talks Turn to Money" A-1 1/20/05). The 2000 Census states that 4.43% of the total households in Manchester are linguistically isolated.

For purposes of the Consolidated Plan, areas of racial/ethnic concentration are considered Census Tracts where at least 25% of the population is of a specific race or ethnic group. Despite significant increases in the number people identified as being part of a minority population, the overall minority population remains relatively small in Manchester in comparison to other northeast urban areas.

Census Tract Data for 2000 provided evidence that although minorities resided throughout the city, a significant concentration did not exist in any particular area. Unlike 1990, where only four of Manchester's twenty-eight tracts had concentrations of ethnic groups greater than 4% of the Census Tract population. In the 2000 Census, of the City's twenty-nine census tracts, fifteen had concentrations of racial/ethnic groups greater than 4% of each Census Tract population. Other races are considered in the Census, including American Indian and

Alaskan Native as well as Native Hawaiian and Pacific Islander, but neither of these races had concentrations over 4% in any of Manchester's census tracts. The following chart and MAP identify these tract areas:

Concentrations of Racial/Ethnic Groups Greater than 4% of the Census Tract Population

Census Tract	Black or Afro-American (alone)	Asian (alone)	Hispanic or Latin (of any race)
1.02			4.50%
2.01		4.96%	
4	4.91%		
5			17.49%
6	7.11%		7.78%
9.02		5.01%	
13	4.23%		6.84%
14		5.46%	12.09%
15	9.54%		15.63%
16		5.81%	10.28%
17			5.66%
18			6.38%
19			18.01%
20	9.61%		
24			4.32%

MCP-Table 4, Source: U. S. Census 2000 Redistricting Data Summary File (P.L. 94-171), New Hampshire, Census of Population and Housing.

Concentrations of Low Income Populations

For purposes of the Consolidated Plan, the City defines areas of low-income concentration as any Census Tracts in which at least 51% of the household population has incomes of 80% or less than the median family income for the City as identified in the 2000 Census. In order to identify pockets of low-income populations outside of the central area, census block groups are also included in the low-income areas.

Census Tracts	Concentrations of Households Below 80% of MFI
2.02	53.0%
3	56.5%
4	74.9%
5	74.4%
6	59.4%
13	72.2%
14	86.4%
15	69.8%
16	65.7%
17	59.9%
18	51.8%
19	57.8%
20	69.9%
21	55.1%
24	51.0%

MCP Table 5 Source: 2000 Census

The accompanying map numbered 2 indicates that these areas are located on both sides of the Merrimack River and are basically coterminous with the city's previous efforts at neighborhood revitalization.

Persons below Poverty Level by Race/Ethnicity				
Race/Ethnic Group	No. of Persons	% of Total below Poverty	% of Race/Ethnic Group (whose poverty status has been determined)	% of Total Population
White	8,650	80.8%	9.0%	8.1%
Hispanic (of any race)	1,430	13.4%	30.6%	1.3%
Black	707	6.6%	29.3%	0.66%
Asian/Pacific Islander	420	3.9%	18.9%	0.39%

MCP-Table 6, Source: 2000 U.S. Census

Needs of Public and Assisted Housing

The institutional structure for housing in Manchester, other than those of the CIP staff and two local nonprofit housing providers, primarily involves Manchester Housing and Redevelopment Authority.

The MHRA was established by state statute as the local housing authority and the redevelopment agency for the City. The Authority is governed by five commissioners who are appointed for a five-year term by the Mayor. The MHRA owns and manages over 1,200 units of family and elderly housing in various sites throughout the City. It also administers rental assistance under the Housing Choice Voucher program. MHRA operates several resident programs including Congregate Housing Services for frail elderly and persons with disabilities, economic self sufficiency programs and a Youth Services program, funded in part under the CDBG program.

A description of the number, type and condition of public and assisted housing in the City is presented along with the strategy of Manchester Housing and Redevelopment Authority to improve its management of the public housing and the living environment of public housing residents.

The information relative to the inventory and condition of Public and Assisted Housing had been documented in the 1994 CHAS and had been derived principally from the Manchester Housing and Redevelopment Authority's Comprehensive Grant Program. An update of this information and the Comprehensive Grant Program is the basis for the presentation of statistics provided in this section. In accordance with HUD requirements, MHRA's 1999 Comprehensive Grant Program has been made available and reviewed by public housing residents at meetings held in the Elmwood Gardens Public Housing Community Center.

Description of Public Housing

The City of Manchester has 4,022 units of project and tenant based assisted housing administered or funded primarily through the Manchester Housing and Redevelopment Authority, the Department of Housing and Urban Development and the New Hampshire Housing Finance Authority see map numbered 5. Approximately 48% (1,930) of these units are occupied by families and 51% (1,976) by the elderly. The remaining units (2%) are designated for use by the severely mentally ill and the physically handicapped.

The MHRA manages 1,271 units of Public Housing, 37 low income housing tax credit units and 1,738 units of Housing Choice Voucher. Under a recently enacted law, 40% of new admissions to public housing and 75% of new admissions to Housing Choice Voucher program must have incomes at or below 30% of the median income. As part of its public housing program MHRA currently administers 864 zero & one bedroom apartments (68%), 183 two bedroom apartments (14%), 201 three bedroom apartments (16%) and 23 four and five room apartments (2%).

The Leased Housing Department of MHRA administers the Housing Choice Voucher program that provides assistance to households with incomes below 50% of the City median income. MHRA administers a total of 1,738 Housing Choice Voucher units with the following inventory: 871 (50%) zero and one bedroom apartments, 570 (33%) two bedroom apartments, 260 (15%) three bedroom apartments and 37 (2%) four and five bedroom apartments. All Housing Choice Voucher units must meet minimum housing quality standards to

be accepted into the Housing Choice Voucher program. Staff from the MHRA inspect each unit prior to occupancy and annually thereafter to ensure units are maintained in good physical condition. MHRA reports that the need for decent affordable housing continues to be a serious problem in the City and that waiting lists for both public housing and the Housing Choice Voucher program remain high. MHRA currently has a Housing Choice Voucher program waiting list of 4,982 applicants made up of 1,707 elderly/disabled and 3,275 families.

MHRA offers units to elderly and persons with disabilities in its five high rises and at scattered site housing throughout the City. It also provides family housing at two major developments and at smaller scattered site locations throughout the City. All MHRA housing sites are located in convenient areas near stores, schools, churches and local public transportation. The larger MHRA apartment buildings have community centers with central dining facilities and on-site maintenance staff. Its maintenance personnel maintain MHRA's public housing units in good physical condition.

In addition to providing maintenance service to residents of public housing, MHRA also maintains a Modernization staff that prepares plans and specifications for public housing construction work. They also supervise bid openings, recommend contract awards and monitor work on all construction activities undertaken by the Authority. During 2004, modernization efforts included completion of MHRA's elderly occupancy scattered sites, 150 units in total. Additionally, work was completed at the Gale Home, 600 Maple Street, where the existing building was renovated along with new construction additions which now house 37 dwelling units and a congregate services type program. Modernization staff also oversaw a number of extraordinary maintenance projects, including; replacement of roofing and roof insulation at the Gallen High-rise; parking area expansions and sidewalk improvements at various sites; and, coordination of consultant plans and specifications for future work.

Strategies for Improving Management and Operation of Public Housing Units

Manchester Housing and Redevelopment Authority has undertaken a variety of initiatives designed to improve the management and operation of its Public Housing Programs. During 2004 MHRA's secured a number of grant awards that will provide additional support and services to residents of Manchester's Public Housing Complexes. The following programs received funding in 2004:

- Congregate Housing Services Program was funded in the amount of \$ \$689,188 from both HUD and the State of New Hampshire.
- Awarded \$55,744 from HUD as part of a renewal of the Authority's Elderly Service Coordinator Program.
- Awarded \$36,500 by Hillsborough County through the State's 5% Incentive Funding Grant Program for the continuation of Latchkey and Youth Opportunities Programs.
- Awarded \$1,686,893 from HUD through its Capital Fund Program to continue Modernization Program activities.

Section 504 Needs Assessment

The MHRA has in effect a completed Needs Assessment and Transition Plan which defines its strategy and efforts to meet the needs of disabled public housing residents and the anticipated future needs of persons with

disabilities on the public housing waiting list. The findings of the Assessment Plan have resulted in the MHRA including in its plan for modernization activities of its public housing inventory the retrofitting of several units and common areas to accommodate persons with disabilities. To meet the need of individuals with non mobility impairments MHRA has installed a TDD system and has informed all public housing residents of its availability.

According to the Assessment Plan, the greatest need for accessible units is for smaller units for the elderly; efficiencies, one bedroom units and two bedroom units. Currently, 71 of the 1,271 units of public housing are accessible to the disabled as noted in the following table. These units are located at nine different developments throughout the City.

Based on the findings of the Needs Assessment and its past experience in the placement of persons with disabilities in these units, MHRA believes that these existing 71 units are sufficient at the present time to meet the needs of the disabled public housing residents and applicants. MHRA will continue to assess the needs for such housing and how it can best serve the needs of public housing residents with disabilities. MHRA has in the past sent staff to various training seminars on Section 504 to enhance their understanding of the law and will continue its efforts in this regard to maintain an awareness of compliance issues pertaining to persons with disabilities. Accordingly, MHRA will continue to assess its needs and revise its plan for compliance as appropriate.

In terms of making individuals with disabilities aware of the availability of the accessible units MHRA has utilized several methods of information dissemination in order to be as effective as possible. It has utilized media announcements, established relationships with advocacy groups for the disabled such as the Granite State Independent Living Foundation and includes informational fliers in all Housing Choice Voucher and public housing pre-applications.

SECTION 504 NEEDS ASSESSMENT MHRA Public Housing Inventory of Accessible Units	
Unit Size	Total
0	2
1	55
2	6
3	7
4	1
Total	71

MCP-Table 7, Source MHRA, 2004

Other Public/Non-Profit Assisted Housing

Manchester Neighborhood Housing Services- [MNHS] - has been an active participant in the development of safe affordable housing in Manchester's Inner City neighborhoods since 1992. MNHS has been credited with working to rebuild the Center City. Together with area residents, local businesses and government, MNHS has embarked on the most ambitious community based revitalization effort in state history. It has demolished and/or replaced over thirty buildings with decent, safe and affordable housing which is available for rent or sale. MNHS is currently working on the Straw Mansion project, the conversion of two dormitory buildings and construction of a third, which will result in 33 units of affordable rental housing. MNHS's efforts have

generated over twenty-three million dollars in direct investment in Manchester's inner city neighborhoods through direct investment in people.

Highlights of MNHS's activities during the past few years included the following:

- Completed construction and resale of the New Build project, two new homes with accessory rental units (5 units total) sold and rented to low-income households;
- Completed construction and resale of REBUILD Initiative Phase II. The completion of Phase II has resulted in the renovation and resale of three MNHS-owned properties to low income buyers;
- Completed construction on the Tree Streets Renewal project, occupying all 23 rental units;
- Completed construction of the Carpenter & Bean and Smith & Dow Blocks which created 68 units of affordable rental housing while renovating two historic buildings;
- Completed Construction of the Phoenix Apartments project, on two blighted sites in the Center City, providing 14 units of affordable rental housing;
- Commenced with construction of Straw Mansion Apartments to create 33 units of affordable rental housing;
- Acquired the Silver Mill property to revitalize another area of Manchester's inner city with the creation of 65 units of affordable housing.

The cornerstone of Manchester Neighborhood Housing Services community development strategy is their home ownership program. In June 2000, MNHS established the NeighborWorks® HomeOwnership Center of Manchester. The primary objective of this full service program is to help under served families understand the critical components of home ownership. For low-income families, home ownership is the primary means of obtaining a financial asset, building a more secure economic future for their families, and ultimately breaking the cycle of poverty.

MNHS' home ownership education program provides comprehensive counseling and innovative lending products to low-income families who have been unable to participate in the conventional mortgage loan process. MNHS staff provides its clients with the personal attention and the resources that they need to purchase a home of their own which carries tremendous personal and community benefits.

MNHS' home ownership seminars are delivered throughout the year. Classes are conducted during weekday evenings and Saturday sessions at our offices on 20 Merrimack Street in Manchester and occasionally at off-site locations in the city. Our education programs are free to the public and provide participants a total of 8-12 hours of home ownership education. All instruction is provided in a face-to-face manner, using interactive techniques that include group education, individual counseling and peer support. The content, delivery and format of the seminars are tailored to meet the needs of participants and encompass a combination of visual aids, worksheets, discussion, activities, and guest speakers.

MNHS' home ownership education curriculum provides information in the following areas: basic financial planning, money management, savings and checking accounts, banks and other financial institutions, credit, consumer rights and responsibilities, major steps to buying a home, down payment and closing costs, how to improve your credit, how to get an affordable mortgage, and how to work with real estate agents, loan officers, and home inspectors.

The NeighborWorks® HomeOwnership Center of Manchester has evolved into a comprehensive center for home ownership services, the most productive in New Hampshire and a leader in the state by several standards- number of individuals who have been provided home ownership education (2,700 individuals), number of home owners produced (375), number of participants enrolled in an Individual Development Account (IDA) savings program (198), and amount loaned or granted for home purchase or rehabilitation (over \$22 million). The Center (MNHS), acting as an agent for the City of Manchester, has provided 23 CIP loans to low income households to fill the “affordability gap” for families purchasing in Manchester.

Manchester Neighbor Housing Service Housing Statistics

	2000	2001	2002	2003	2004	Total
# of People Served	482	867	1051	1077	1032	4509
# of Units Demolished	0	0	0	0	0	0
# of Units Constructed	8	0	4	5	0	17
# of Units Rehabbed	15	68	20	0	0	103
# of New Home Owners Created	32	46	67	85	91	321
# of Minority Home Owners Created	8	9	12	23	25	77
# of Female Head of Household Created	6	10	13	26	15	70
# of Disabled Accessible Units	7	7	8	9	9	9
% of Rentals that are:						
1 Bedroom	0		1%	2%	2%	
2 Bedroom	18%	25%	22%	22%	22%	
3+ Bedrooms	82%	75%	77%	76%	76%	
Vacancy Rate By Year	3.6%	2.5%	2.0%	2.0%	4.0%	

MCP-Table 8, Manchester Neighborhood Housing Service, 2004

Federal Housing Administration (FHA)/Housing and Urban Development (HUD) and New Hampshire Housing Finance Authority (NHHFA)

Federal programs such as HUD's Sections 236, 221d3, 221d4 and 202 and FHA's Sections 502 and 515 provide funding subsidies for 1,745 units or 59.2% of the total number of assisted units that are in the City. Of these units the elderly occupy 1,075 units or 36.4% of the units.

In addition to HUD and FHA, the State of New Hampshire through the New Hampshire Housing Finance Authority (NHHFA) also provides assisted housing for families and the elderly. The NHHFA presently administers 1,205 units with 258 of these units occupied by the elderly and the remaining 937 units providing housing to families and 10 units for special needs assisted units.

Lead Based Paint Hazards

According to the Manchester Health Department, “Lead poisoning remains a significant and entirely preventable, public health problem in Manchester. In fiscal year 2000, 125 children in Manchester were identified with elevated lead levels greater than 10 ug/dL, the level of concern designated by the Center for Disease Control (CDC)...When compared to the rest of the state, Manchester experiences four times as many cases of lead poisoning for every child under the age of 6 years, and 27% of the state’s total number of cases of lead poisoning. The high number of cases in Manchester is largely due to the abundance of old housing stock in the city. Lead-based products were used to build homes prior to 1950, and lead-based paint was used in homes

prior to 1978. Forty-six percent of the housing units in Manchester were built prior to 1950, and in our six center-city Census tracts, 80% of housing units were built prior to 1940. As a result of the old housing stock, the CDC designated Manchester as a universal screening site, which means that all children need to be lead screened at one and two years of age. Yet, our screening rates were only 42% among 2 year olds, and 68% among one-year olds in 2002” (Manchester Health Department, Lead Poisoning Report Card, 2004 Public Health Report Cards).

In 1995, the Way Home created the Parent Support Program for children with elevated blood lead levels. It is a program designed to provide parents with intensive services for their children that includes medical services and case management from Child Health Services and the Manchester Health Department. The Manchester Health Department refers families with children above the safe level to the Way Home for peer education on reducing exposure to possible lead hazards. The Way Home makes lead safe cleaning supplies available and discusses hazard reduction with property owners. The Manchester Health Department and the Way Home, using a grant from the EPA, conducts visits to families with preschool children living in older apartments in the City. They offer educational support and conduct an analysis of potential lead paint problems. If the results show high exposure to lead dust, the property owner is contacted for education on hazard reduction. Previously only blood tests showing an elevated lead level triggered action with a housing unit in the City. State law provides for lead paint hazard reduction with interim controls and in-house maintenance practice because it is a more cost-effective method. Staff at the Way Home suggests that the challenge with lead paint abatement is monitoring the maintenance practices so that paint remains stable.

The Manchester Health Department provides simple ways for the community and individuals to combat lead poisoning. These strategies include: increasing lead-safe housing, increasing lead testing in homes and screening of children. Even steps such as proper nutrition, including iron and calcium in one’s diet, can help prevent lead absorption.

Fair Housing

An Analysis of Impediments to Fair Housing Choice in Housing and Community Development Programs in the City of Manchester

Per the requirements of Section 570.601(b) the City has conducted the following analysis to identify any impediments to fair housing that may exist in the City's Housing and Community Development Program and activities, to review pertinent policies and practices, and to develop a plan of action to eliminate or ameliorate conditions that limit fair housing choice.

Housing Market Analysis

Areas of Review

Sale or Rental of Housing

The City of Manchester does not administer or participate in any programs that sell housing in the City nor is it directly involved in the rental of dwelling units. The City does, however, provide funding through sub-recipients for the rehabilitation and acquisition of owner and renter occupied housing. The disbursement of

these funds is made in accordance with the requirements of the Fair Housing Act without regard to the applicant's race, age, disability, sex, marital status, familial status, or religion. The recipients of these funds must certify that they will not discriminate in any manner in the renting of their apartments or in the sale of their buildings.

As noted in previous Fair Housing Impediment Analyses, the private sector as represented by the Manchester Board of Realtor's Association had in the past demonstrated their support for the concept of Fair Housing through the signing of the Voluntary Affirmative Marketing Agreement (VAMA) and as active participating members of the local Community Housing Resource Board. Presently, however, neither the Community Housing Resource Board nor the VAMA are in existence. The local Board's support for Fair Housing Practices is now demonstrated through affirmation of the Fair Housing Partnership Agreement executed between HUD and the National Board of Realtors. The Local Board further shows its support of Fair Housing practices legislation by educating its members about Fair Housing at annual workshops and in particular, its new members at required orientations.

Provision of Housing Brokerage Services

No housing brokerage services are provided by the City. The City has been in contact with the Greater Manchester Board of Realtors Association and has been informed that no complaints against its members have been made in the past year relating to discriminatory practices in terms of membership, use of its services or facilities and assignment of brokers to an area due to the area's racial or ethnic composition.

Provision of Financing Assistance for Dwellings

Financial assistance for dwellings in Manchester is provided through the allocation of Community Development Block Grant, HOME, City Affordable Housing Trust funds and to a lesser degree, Emergency Shelter Grant monies. These funds are disbursed through the City's Planning and Community Development Department Community Improvement Program. For the past several years, the primary recipient of these funds has been Manchester Neighborhood Housing Services (MNHS), with increasing funding being provided to Families In Transition and The Way Home. Functioning as the City's main Community Housing Development Organization, MNHS has received approximately \$1,723,848 since 2000. Also since 2000, Families In Transition has received approximately \$902,500, and The Way Home has received approximately \$468,150. In addition, the City has allocated \$2,500,000 to other non-profit and for profit developers resulting in the construction and/or renovation of 277 affordable housing units since 2002.

During the last consolidated planning period (2000 – 2005), the City housing programs had been targeted to those low-income neighborhoods exhibiting significant signs of blight and deterioration. The efforts of the developing MNHS were exclusively within the boundaries of a targeted inner city (Census Tracts 5, 13, 14, & 15) area on the City's East Side. As a result of the renovation of several properties, the inner city has experienced revitalization and MNHS has since expanded its development activities into all areas of the City. It is important to note that the City's housing programs will continue to target low-income neighborhoods in need of revitalization. Due to the lack of available land in the inner city, affordable housing development has been limited to small new construction projects, the renovation of existing housing and the adaptive reuse of commercial or public buildings. The new construction of affordable housing has taken place on the outskirts of the City (Old Wellington Road & Piscataquog River Apartments).

Those areas targeted for housing rehabilitation improvement efforts contain the highest concentrations of older housing stock and large multi-unit buildings as well as some of the highest concentrations of low-income residents. They are also home to the City's growing population of minorities and political refugees, although the data from the 2000 Census does not, understandably, reflect their actual numbers. According to the 2000 Census, these areas contain the greatest concentration of Hispanics (C.T.5 – 17.5%, C.T.15 – 15.6%, C.T.19 – 18.0%) and Blacks (C.T.15 – 9.5%, C.T.20 – 9.6%). Although, on a City wide basis neither of these ethnic groups constitute what would be considered as a significant percentage of the City nor of the minority population; Hispanics make up only 4.5% of the total population and Blacks 2.3%. The other minority population of note is Asian/Pacific Islanders that make up 2.1% of the total population. While still low, the significance in these minority percentages is that they have roughly doubled since the 1990 Census data.

The marketing of these programs up until a few years ago had historically been done through articles and advertisements in the local newspaper (the Manchester Union Leader) and by the distribution of informational pamphlets written in English and Spanish. In response to the noted influx of other ethnic groups, the local housing providers and advocacy groups are now also utilizing interpreters fluent in such languages as Bosnian, Sudanese and others to assist those groups to access the available services.

To keep Manchester's aging housing stock in compliance with minimum building codes, the City is planning on reintroducing its housing rehabilitation program in July of 2005. The program will provide low interest loans or deferred loans to property owners interested in improving housing that is occupied by low-income families. The ongoing maintenance of Manchester's housing stock will increase the number of units complying with Section 8 Housing Quality Standards thereby providing greater housing choice for Manchester citizenry. The program will be coordinated with the City's Housing Enforcement Division to allow the owners of properties cited for code deficiencies an opportunity to ease the financial strain of code compliance through the receipt of low interest or deferred interest loans.

As was previously mentioned, Manchester Neighborhood Housing Services continues to conduct homeowner workshops. These are designed to educate and prepare low-income renters for homeownership by providing them with the abilities and skills needed to purchase and maintain their own home. To assist the graduates of this program with the financial resources to purchase and or repair their new home the Neighborhood Housing Services has a pool of loan funds available. In addition to the City HOME and CDBG funds they have solicited and received the involvement and support of local banks as well as the New Hampshire Housing Finance Authority with a commitment of millions of dollars for home mortgages and rehabilitation loans.

All of the housing program contracts include language prohibiting the recipients of these funds from discriminating in the sale, rental or use of the property. As a requirement of the City's Affirmative Marketing Policy all solicitations for projects to be funded through the HOME Program include the Equal Housing logotype, make note of Fair Housing laws and express the City's desire to promote Fair Housing. Also, all property owners of 5 or more units must agree to make good faith efforts to attract and rent to all eligible persons without discriminating for any purpose.

In terms of the private sector's policies and actions relative to fair lending practices in the making of mortgages and rehabilitation loans to minorities or to certain types of individuals, no perception of discrimination by area banks has been noted by the staff of the two local organizations most in contact with area banks, Manchester Housing and Redevelopment Authority and Manchester Neighborhood Housing Services. There is also no

indication of discrimination based on geographical location. Contact with the State of New Hampshire Human Rights Commission indicates that no complaints pertaining to housing discrimination in the past year have been received from Manchester residents.

Public policies and actions affecting the approval of sites and other building requirements used in the approval process for the construction of publicly assisted housing.

Local Policies:

In recent years, local regulations in the Zoning Ordinance that impacted the development of publicly assisted housing have been amended. Zoning regulations that were uniform citywide had been identified by various affordable housing advocates and developers as impediments to the creation of additional quality affordable housing. The previous ordinance required two parking places per unit. In 2001, this ordinance was updated to require one and a half parking places per unit for multi-family properties. Special provisions were also made to allow for higher density along the riverfront zones. Additionally, senior housing and other provisional housing developments are being allowed to increase the number of stories in their complexes, further encouraging density. In 2003, an amendment was made to the City's designated Redevelopment districts to allow multi-family housing, where it was previously not allowed. Similarly, in the Civic Center Area, regulations have been changed to allow multi-family properties to have housing on each level of the building instead of prohibiting housing use on the ground floor.

These changes in local zoning regulations have alleviated the strain on lot size requirements. In order to comply with the old lot size and density requirements, a developer wishing to construct housing on the minimally sized lots found in the inner city would most likely have to acquire a double lot, increasing the project cost and ultimately the rent to be charged. This policy tended to discourage building construction in the inner city. The City equated decreased building density in these areas with an improvement in the quality of life of the inner city residents. Given the high vacancy rates that had existed in the past, the need for additional housing was not an issue. Carrying out this policy resulted in many large substandard problem properties being demolished and replaced with a smaller number of units. Presently, the demands on Manchester's supply of housing have drastically changed with housing vacancy rates near 4.3% and rents escalating. Lot size requirements for residential projects are currently significantly lower in Manchester than in surrounding communities, as previously mentioned in this Consolidated Plan.

This task force will continue reviewing methods and strategies that will result in an increase in the supply of affordable housing in the City. Although a review of existing City codes and policies was not one of the specific charges of this group any such regulations that have an impact on housing supply will be likely to be reviewed and evaluated with recommendations to the Mayor to follow.

Additional local regulations that may impede or increase the cost of housing are in the form of life safety code requirements such as sprinkler systems for all new buildings of at least two stories and for major rehabilitation projects of three stories or more. The added cost for installation of sprinklers ultimately is reflected in the costs that will be charged for rent which low-income tenants will have to pay.

Administrative Policies Concerning Community Development and Housing Activities which affect opportunities of minority households to select housing inside or outside areas of minority concentration

As noted previously, the City does not have any areas that can be identified as actual areas of minority concentration relative to the rest of the population in the area. There have been identified however, certain areas that proportionally contain the greatest concentration of Hispanics and Blacks which approximate the areas targeted for increased housing improvement efforts. Relative to the impact that the City's Community Development and Housing Policies have on these groups, the City believes that they are of a positive nature in that they are intended to enhance the quality of their lives in Manchester. In terms of providing funds for housing, the City does not restrict the use of such funds only to certain areas that it wishes to revitalize but rather it allows individuals access to these monies regardless of where they live within the City. The City's policies are focused on maintaining and improving the existing housing stock and increasing the choice for decent and affordable housing both in the areas of minority residence and throughout the City. The housing programs do not result in any permanent displacement of residents in the affected properties. Other Community Development strategies include the provision of support services designed to respond to impediments resulting from language barriers, low skills, lack of education or training, low-income, transportation needs and unfamiliarity of the City. Impediments such as these may impact individuals in terms of restricting their housing choices. Mitigating to a degree the need for ownership or access to a personal vehicle for those residents choosing to live or work outside of the central city is the City's public transportation system. The Manchester Transit Authority maintains special routes to accommodate workers employed in the industrial parks located on the peripheral areas of the City.

In addition to the provision of public transportation, the City responds to these other negative influences through financial support provided to a comprehensive network of social service agencies. These agencies include but are not limited to the Latin American Center, the International Institute, the Visiting Nurses Association Day Care program, Manchester Community Resource Center, Info- Bank, a referral service for all support services operating in the Manchester area, and as noted with assistance to The Way Home which services families at risk of homelessness. The Latin American Center and the International Institute educational programs and training for facilitated assimilation into the Community and increased job marketability. Their employment provides income that increases their ability to choose housing inside or outside of the inner city areas.

In an effort to educate the public about Fair Housing Issues the City has for several years contracted with New Hampshire Legal Assistance. This organization uses CDBG funds to provide informational pamphlets about Fair Housing and conduct community meetings to inform people about their rights relative to this issue.

Determination of unlawful segregation

The City is unaware of any determination of unlawful discrimination in this area concerning assisted housing. Contact with the HUD Regional Office of Fair Housing has not resulted in the identification of any complaints of alleged discrimination in Manchester occurring in the past year. The New Hampshire Human Rights Office also does not have any record of complaints on file for the same period. While the City was unable to produce information from the above noted governmental organizations regarding any instances of unlawful discrimination in publicly assisted housing, it was able to obtain information from New Hampshire Legal Assistance relative to complaints lodged since last July. The information provided by that organization indicates complaints were received against private owners of rental housing and the Manchester Housing and

Redevelopment Authority. According to NHLA sixteen complaints have been received from January to December 2004. The breakdown of complaints is as follows: Race-5; Religion – 1; Gender/Sex - 2 complaints; Mental Disability-4 complaints; Physical Disability- 1 complaints; Marital Status - 1; and Familial Status -2 complaints.

Reviewing the complaints by type indicates that a significant number refer to alleged discrimination due to mental or physical disability with some of those complaints made against the Manchester Housing and Redevelopment Authority. It is the City's understanding that oftentimes complaints are lodged against the Authority in retaliation for eviction proceedings being brought against the public housing tenant. The staff from NH Legal Assistance indicates that they are usually able to work with the Authority to delay eviction proceedings until such time as the tenant/complainant has found other housing.

Prorated over a twelve - month period the number of complaints reported would represent a decrease over the previous year, which would appear to be an encouraging trend. NHLA staff believes that this decrease may be due to the expansion of their community education outreach, with significant financial assistance from the city, from tenants and housing providers, to service providers who hear about housing issues every day from their clients. The Fair Housing Project (FHP) of NHLA also has hired a part-time intake worker who is able to dedicate her efforts solely to the work of the FHP. Also, due to the tight housing market, individuals that might have experienced some sort of discrimination are more concerned with finding a decent place to live and do not have the time to pursue the matter.

The FHP would like to take more individual cases for representation, but lack of staffing requires them to not take meritorious cases at times. Also, the FHP would like to expand its presence in assisting the growing immigrant community of Manchester, but lack of resources/staff also prevents them from expanding into new areas of concern for this population. In addition, the FHP would like to gain greater knowledge of the varied issues that face the gay/lesbian/transgender community because they have seen an increase in cases concerning this protected class. By increasing their knowledge in this area, the FHP would then hope to help educate the entire community about the concerns and fears of this group.

Steps required to overcome the effects of conditions that Limit Fair Housing Choice related to Housing and Community Development Programs and Activities

In the past the City's review of impediments to Fair Housing identified little if any documented evidence of discrimination as landlords faced with high vacancies could not economically afford to act on their prejudices be they racial or against large families. It was projected that once the rental and housing market had rebounded instances of discrimination would begin to be identified more frequently particularly as Manchester continues to attract an increasing number of minorities and political refugees. Although there are not documented cases that reflect that this has occurred, conversations with nonprofit affordable housing advocates provide additional information to consider in the identification of existing impediments to fair housing. Presently, the housing market vacancy rate is at 4.3% -- more flexible than the near-zero rate just five years ago. This recent softening of the housing market has helped a little to alleviate the potential for housing discrimination among lower income groups, but competition for inner city and more affordable units remains high. Relative to the demand for these rental units, indicators show that landlords are quite choosy in selecting a new tenant, which also allows them to charge premium rents for their units. Effectively, this precludes many low-income families,

particularly larger families from being able to afford a decent apartment appropriate for their needs. Landlords are able to "pass" on anyone with spotty credit references or histories of conflicts with previous landlords regardless of the reason, for the conflict. They may also elect to rent an apartment to a smaller sized family that will not put the same "wear and tear" on the property as a large family might. Landlords are now seeking to collect the greatest revenue possible for their units and will rent them to those able to pay the desired fees precluding many low and moderate income families and households. As such, with the present market conditions, it is more likely that the most frequent occurrences of discrimination are those based on economics and not ethnic or racial discrimination.

As noted previously, the Mayors' Task Force on Housing will need to address this situation and develop recommendations. It has been noted by one non-profit housing provider that given the present fair market rents, even the City's HOME funded projects do not allow for the units produced to be affordable to the lowest income families without there being Section 8 subsidies included. Since such assistance is limited, there are not many units becoming available that would increase housing choice to those with the lowest limited economic resources. The City has considered the possibility of initiating a local rental voucher program but has not yet allocated any funding. The potential impacts, (financially and otherwise), of such a system will be reviewed during the upcoming months, either by Planning Staff or the Mayor's Housing Task Force.

Language barriers and the resulting inability to easily access information regarding housing opportunities is another obstacle faced by the many new arrivals to this Community. In the past few years Manchester has become the home of many non- English speaking immigrants with over 76 different languages and dialects now identified by the Manchester School System as being spoken. This language barrier represents a significant challenge to the City and its efforts to promote fair housing to all its residents. While marketing of most if not all City funded programs are now done using both English and Spanish, many of the other languages are not readily translated with the need for translators becoming preminent. The City encourages all of the organizations it has Agreements with to carry out programs to take affirmative actions to ensure equal access. The local agencies have utilized a myriad of methods to overcome the language obstacles enlisting the assistance of foreign students attending local universities, as well as using the local International Center and Refugee Center for translation services when needed. The City recognizes the importance of such a support network and will continue to develop its relationship with the appropriate organizations so that the minority groups they represent will be able to more easily access housing that may be available in an equal and similar fashion to the rest of the community.

Discrimination of persons with disabilities seeking suitable housing is another area that the City has been made aware of and consequently has been addressing. The City's efforts in this regard involves the City ADA Coordinator and Access Manchester, an Aldermanic Committee formed to provide the Board of Mayor and Alderman with recommendations on issues dealing with the disabled community of Manchester. The ADA Coordinator and Access Manchester members have conducted several informational workshops regarding the Americans with Disabilities Act as well as providing fair housing education to persons with disabilities. The training provided included the conduction of such workshops at all of the Manchester Housing and Redevelopment Authority's elderly housing complexes. The staff at each of these sites also received training.

Inasmuch as the Housing Authority has been involved over the past few years in several cases alleging discrimination on the grounds of mental or physical disabilities the City will continue to offer the services of its ADA Coordinator to that organization for education of staff and will as well, seek to have New Hampshire

Legal Assistance, under contract with the City, conduct Fair Housing workshops for Housing Authority employees.

In addition to educating the public most likely to be the targets of discrimination, the City will also continue to pursue the initiation by NH Legal Assistance, of an informational program to educate property owners and members of the local Realtor's Board towards Fair Housing issues.

Additionally, the City recognizes that the impediments to Fair Housing are not all attributed to discrimination due to prejudices but also result from barriers created by lack of education regarding Fair Housing, economics, transportation availability etc. Considering these other causes, the City believes it is sufficiently responding to the issue of Fair Housing through its overall Community Improvement Program (CIP). The CIP contains many diverse projects to assist the City's poorest residents obtain jobs, the skills needed for jobs, security deposits to obtain housing, day care for their children, transportation, funding of Access Manchester, health services, home ownership counseling, family and budget counseling, etc. All of these projects serve to impact on these other impediments to Fair Housing and create opportunities for equal access to and improved housing choice.

The City concludes, that based on the above identification of the existing impediments to fair housing and contingent upon the fulfillment of the planned noted activities to further Fair Housing in the Community, and as reported on in the Consolidated Annual Performance and Evaluation Report, that satisfactory actions have been made and will continue to be made to affirmatively further fair housing and increase housing choice and opportunities for all city residents.

The City of Manchester, New Hampshire certifies that it will affirmatively further fair Housing in accordance with the Fair Housing Act (42 USC 3601-20) and as required by the Entitlement Grant Regulations for the Community Development Block Grant Program specifically Section 570.601(b).

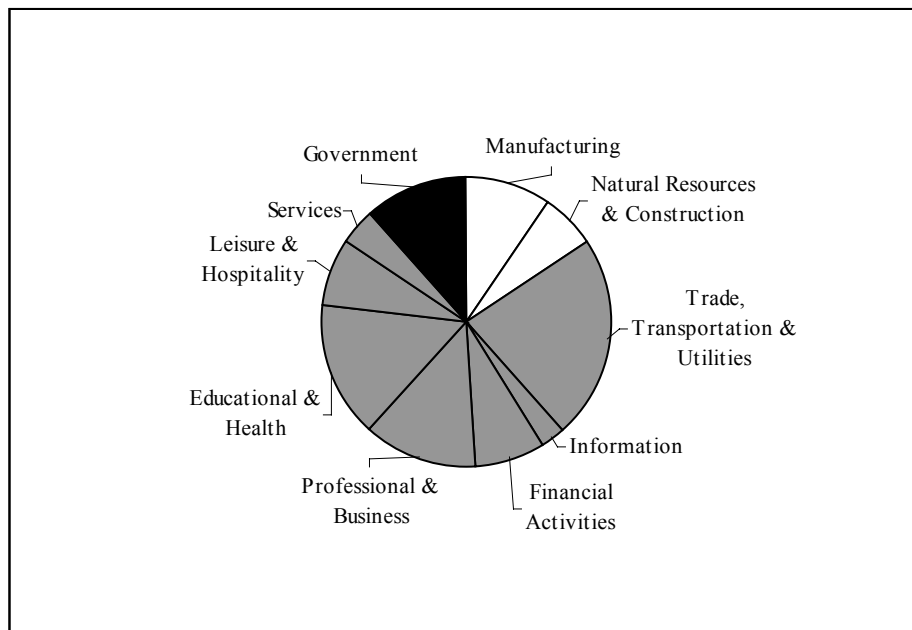
Part 4 – Community Development Needs

Community development involves a variety of interrelated public and private actions and investments which together shape the physical structure, land use and economy of the City. The major components of community development other than housing and the social service network discussed above include: economic development, transportation and utility infrastructure, public safety system, education, recreation and other public facilities and programs. It also involves the regulation or management of private development in order to accomplish the overall community development objectives and to protect public health, safety and welfare.

Although not all of the items discussed in this section are eligible for funding under CDBG criteria, they are listed here in order to provide a comprehensive overview of the community development needs of the City.

Economic Development

The economic engine of the City has shifted dramatically over the last 50 years from one which was primarily manufacturing based and located in the center of the City, to an economy which is heavily service oriented and now dispersed throughout the City and the suburbs. The following graph shows that approximately 72.5% of the area's employment is service producing. The gray areas represent industries that produce services, white represents goods producing industries, and the black section of the pie represents government.



Manchester PMSA Largest Employers

MCP-Chart 5, Source: Manchester Economic Development Office, November 2004
<http://www.manchesternh.gov/CityGov/MED/EconInfo/Employ.html>

The shift from a manufacturing to a service economy and the trend of employment out of the central city are closely tied to the role of the automobile as the primary choice in transportation. These two trends in the local economy have had a tremendous impact on the development of the City and on the economic well-being of its citizens. The central area has seen a general decline and left a core of high density residential that loses much of its rationale for existence with the loss of a concentration of employment and less need to live in close proximity to the workplace. It has also tended to concentrate families and individuals with lower income into the central area.

The loss of jobs out of the City has also had direct effects on City government. Commercial and industrial land values have declined in relation to total land values and combined with the recent recession, have led to a decline in the taxable base of the City. This of course reduces the amount of resources that the City has to deal with many of the problems and the decline has not yet ended.

Fortunately, the City has been able to deal with these changes through such measures as adopting various reserves, changing the fiscal year so that the City does not have to borrow Tax Anticipation Notes (TAN). Because of these measures, As of February 2004, both Standard and Poor's and Fitch gave Manchester an "AA+" credit rating. Standard and Poor's praised Manchester's "strong and seasoned management team," its "large, very diverse tax base that has successfully redeveloped from a prior dependence on manufacturing," its "strong financial position with responsible financial and debt management policies and strong reserves," and its "manageable debt position". The "AA+" rating is the highest level the city has ever achieved and puts Manchester in the top three percent of cities with a population of 100,000 people or more (<http://www.manchester-chamber.org/about/development.asp>). This high rating is attractive to businesses wishing to relocate to the City.

The general needs for economic development were taken from the Community Economic Development Strategy (CEDS) written in April 2003. Within the CEDS document is economic development research as well as the ideas formulated from this research. Some of the needs generated from the statistics are:

- To maintain Manchester as a pleasant place to work and live while improving economic performance
- Improve lower per capita income and the quality of employment opportunities without impairing those assets [Manchester Airport and the quality of life] and
- To attract and strengthen these firms [technology firms], who value a skilled workforce, Manchester needs to improve the performance of its schools and strengthen partnerships with post high school institutions.

The CEDS document developed six categories for economic development and developed goals for each category, what follows are the goals developed in the CEDS which are relevant to this Consolidated Plan:

I. Industrial Development

- Assist existing businesses with expansion
- Retain existing businesses
- Attract new businesses

II. Small Business Development and Finance

- Expand the inventory, sectors, and economic contributions of small businesses

III. Downtown Retail

- Continue initiatives to attract and retain a diverse group of retailers that will bring shoppers to downtown and provide its employers with ready access to good and services

IV. Workforce Development

- Incorporate programs on career exploration, career planning, and work-based learning experiences to be an integral component of the academic preparation for all secondary education level students
- Improve access to transportation

V. Tourism

- Educate and reinforce to our business community and elected representatives the significant economic impact of tourism and tourism related businesses

VI. Housing Supportive of Economic Development

- Increase the supply of housing at all levels of the market to assure an available workforce and vibrant downtown

Transportation

The transportation of people and goods is critical for local economic development. In addition, transportation routes and their nodes have historically shaped the location and pattern of much of the urban landscape. There are several important transportation and related utility needs in the City:

- *Downtown highway access*- In order to promote the revitalization of the downtown and Millyard, there will have to be additional improvements to the access points from I-293. These primarily include completing the Granite Street interchange and upgrading the Amoskeag interchange. Also of potential is the unused rail line that runs directly between the airport and the downtown. This route could become a key transportation link and should be preserved for this future purpose.
- *Street reconstruction and upgrading*- Significant investment is required to bring existing roadways up to standards and to provide selected capacity improvements.
- *Airport improvements*- Although the terminal program has been completed, there is still a need for runway reconstruction, maintenance, taxiway, expansion and other improvements.
- *Alternative Transportation*- After the Public Hearings it became apparent that the Public Transportation System currently available needs updating. The needs of the Public in regard to transportation have shifted and a need to adapt the system to meet the specialized requirements of the Public has become apparent. This is particularly true for special needs population and lower income families that cannot afford a car.
- *Public Transportation* – Improvements to public transportation is required. This includes: adjusting routes to better capture potential ridership, a commuter rail station in Manchester that connects to Boston, and improved coordination between various modes of transportation including pedestrian and bicycle connections.

Public Safety

The public safety component of community development primarily includes the facilities associated with safety but also to some extent special safety programs. Public safety includes fire fighting and prevention, police protection and crime prevention, health programs and special public safety needs. The City of Manchester views the importance of providing a high degree of visibility to deter crime as a high priority.

The primary facility needs of public safety involve the fire stations, fire engines and police station. There is a need for the construction of two new fire stations and the rehab of several older stations. Replacement of fire fighting equipment is also a significant cost. With respect to the police station, the current facility has run out of room and may require additional space.

- The City has extensively utilized Homeland Security Funds to upgrade Manchester's ability to address terrorism and other security issues.
- The City is in the final steps of adopting a "Hazard Mitigation Plan" which will prepare for natural and

man-made disasters. It will also qualify the City for various funding opportunities from the Federal Emergency Management Agency such as for disaster prevention activities.

Recreation

The recreational and open space areas of the City provide an important role in the life of the community. The facilities and programs are heavily used and contribute to the quality of life that attracts new commerce.

The total acreage of Manchester's park system is approximately 1,221 acres. The current priority of the parks, recreation and cemetery department is athletic facilities. There is a huge shortage of playing fields, while new sports continue to come in to the City that require more fields. It is hard at this time to accommodate for schools as well as public leagues. The parks do have a good range of active and passive recreation, most of the time; both types of usage are contained within the same park [Charles Deprima - Planner, City of Manchester Department of Parks, Recreation and Cemeteries, 2/15/2005]. This allows different ages and physical abilities and desires to congregate and use the same park, thus creating an ever stronger sense of community. 2005 will see the Manchester Parks, Recreation and Cemetery Master Plan Update. This plan is an update from the previous master plan of 1993. The new plan will identify and prioritize the roughly 73 parks in Manchester. The plan will also work with census data and usage of the parks. It will try to categorize the usage of the parks, for example, the different income levels that use different parks. The plan will also look to the possibility of open space in the south end of the City.

The State of New Hampshire recently transferred the Piscataquog Trailway to the City of Manchester; this is the newest park system for the City. Twelve hundred feet have been improved and are the actively used portion. Two miles are in an active design phase with a scheduled completion date of December 2005. Rail trails create more exercise opportunities which are free from the dangers of the street. Bike paths may encourage more people to use them, possibly instead of using an automobile. This is not only better for the environment and user, but if enough people chose this option, it could help lighten the parking problem within the downtown area of Manchester.

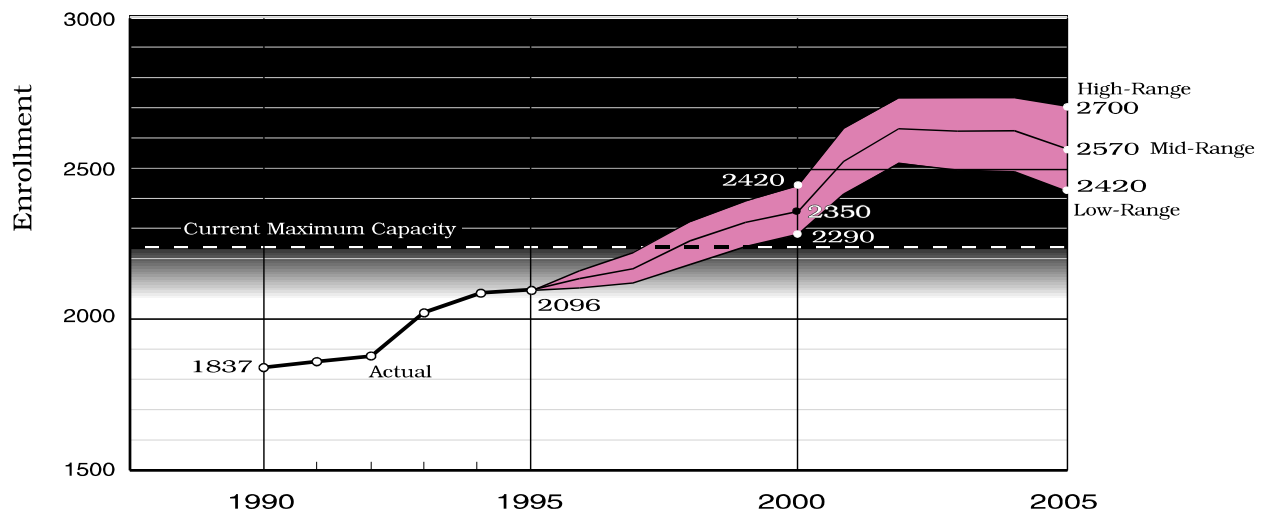
Education

The Manchester public school system consists of fourteen (14) elementary schools, four (4) middle schools, three (3) high schools and the School of Technology (Economic Development Office Fingertip Facts 2004). In the four-year period of 2000-2004, total school enrollment increased by 6,358 students or about a 59.66% change. The highest increases were experienced by the Senior Highs (12.22%) followed by the Middle schools (3.44%), the elementary schools actually saw a decrease of 157 students from 2000-2004.

Enrollment Trends

The Manchester Planning Department conducted an analysis of future trends in enrollments from 1990 to 2005. Elementary school enrollments continued to show an increase of 6.52% through 1998 /99 (average annual increase of 2.17%) and then decline through 2005. Junior High enrollments showed a steep increase of about 25.7% through 2002 (average annual increase of 3.67%), after which numbers are expected to stabilize. Senior High enrollments show a 25.7% increase from 1996-2005 (average annual increase of 2.86%).

Junior High Enrollment Projections



Since that analysis, the School Board has hired NESDEQ to perform projections. These projections are consistent with the results of the Planning Department analysis.

A large portion of the growth in enrollments is expected to be concentrated around the northeast, south and southeast areas of the city, and to a lesser extent, in the northwest section of the city.

Proposed School Program

- The City is in the process of renovating all 22 public schools. In addition, additions will be built at Central High School, West High School, Memorial High School, Hillside Middle School and Southside Middle School.

Other Public Facilities

The City operates a number of other buildings, facilities and utilities. Of these facilities, the initiatives listed below represent some of the major needs facing the City over the next several years:

- *City Departments* - Several City Departments are currently located in facilities that are outdated, insufficient in size or layout, limited in terms of universal accessibility, and require extensive rehabilitation in order to properly provide the citizens of Manchester adequate services. This is particularly true of the Highway Department. The City is evaluating the potential of a new public works facility.
- *Sewer & Storm Drainage* - Independent of the Combined Sewer Overflow (CSO) program described below, there are a number of needs for improvements in the sewer and storm drainage systems in the City to replace and upgrade aging piping, manholes and other facilities.
- *Combined Sewer Overflow* - The single largest unfunded Federal mandate relates to its combined sewer overflow (CSO) system. This system includes both a storm drainage line system and a sanitary sewer system in the same pipes. While normally all flow is directed to the Sewer Treatment Plant, during times of very heavy rains, some portions of the system overflow into the Merrimack River. Manchester is currently involved in a \$56,000,000 Phase I construction project that primarily involves the West Side of the City. It is expected that a Phase II will be mandated by the Federal Environmental Protection Agency and the State Department of Environmental Services in the next five years.
- *Water Supply & Distribution* - The Manchester Water Works operates the water system for the City and certain surrounding towns. A future need to tap the Merrimack River to supplement the City's primary source - Lake Massabesic - has been identified.
- *Fire Stations* - The City continues on a program to renovate or build new fire stations. The most recently completed facility is located on East Industrial Park Drive. The City will next focus on the South Main Station and later on the Hackett Hill Station. The City continues to look at means for developing a fire training facility.

Managing Development

In addition to City's programs and investments, the development of the community is shaped by a myriad of private decisions and investments into residential, commercial, industrial and institutional facilities.

Within the legal confines of property rights laws as promulgated in the constitution and state enabling legislation, the City can manage these private land uses through regulations designed to protect the public

health, safety, and welfare. The primary tools for accomplishing this include: the Building Code, Zoning Ordinance and Subdivision and Site Plan Regulations.

The Zoning Ordinance is the cornerstone of land use regulation within the City. A comprehensive rewriting was completed in 2001; the Zoning Ordinance now takes in to account new areas which were never envisioned in 1965, the date of the last rewriting. In addition to the Zoning Ordinance, streamlining the regulatory process through automated permit systems and computer networks between departments involved would improve the response time and help attract additional business to the City.

Later this year, the City will begin a new Community Master Plan. This Plan was last updated in 1993. This plan will also incorporate the results of several other studies currently underway including: Downtown Development Strategy, Parks Master Plan, Strategy for the New Economy and a Downtown Parking Study.

Mandated Investments

A considerable portion of the available funds through the CIP over the next several years will be devoted to addressing mandates of the State and Federal legislation. The most significant of the mandated activities include:

- Separation of storm water drainage systems from the sewer system. Currently, a portion of the City's storm drainage system is tied into the sewer system. Although normally the entire outfall from the system is treated at the treatment facility, during certain larger storms a portion of the flows outfalls into the Merrimack River. The regulations would require total separation at an estimated cost of \$150,000,000, which potentially makes it one of the largest costs facing the City.
- Closure of the sanitary landfill has cost the City roughly \$13,000,000; the City is in the process of capping over the landfill. Further cost implications will result from the transportation of refuse outside the municipality as projection show costs reaching \$4,000,000 a year for the disposal of the City's rubbish.
- Provision of universal accessibility to City departments, sidewalks and other public buildings and facilities, City Hall, the Annex and schools have been made ADA accessible.
- Asbestos removal primarily in the school system. While this requirement has nearly been completed, there will be a continuous need for removal as new areas are found.
- Replacement and remediation of underground storage tanks.

Strategic Vision For Change

If the City is developing a long-term program for significant changes in its community, has it engaged in a process that will develop a comprehensive vision of its desired future. Does the vision make the community and its target neighborhoods more livable, better functioning, and more attractive. (see HUD Guidance).

Removing Barriers to Affordable Housing

The narrative detailing the City's is included in [part 3 on page 50](#). Specific program elements to remove barriers to affordable housing are included in Strategy #3: Homeownership and Affordable Housing Development strategy on [page 36](#). Most of the City's affordable housing initiatives are funded with HOME funds with the exception of fair housing activities and the renovation of a few transitional housing facilities.

Neighborhood Revitalization Strategy Area

See Attachment 3.

Regional Issues

Several abutting communities were solicited for any comments on community development issues of the City. A new "Regional Forum" was recently developed to help communities in southern New Hampshire to communicate. Most of the surrounding communities expressed a similar interest in creating a "Forum" for abutting communities.

The Town of Bedford provided a number of comments related to: sewers and sewage treatment, waste removal, public transportation, schools, airport, public safety, expansion, Elderly and regional cooperation.

The Town of Goffstown also commented on emergency services, airport access, water and sewer needs, roadway improvements, public transportation, Economic Development, Direct ties between adjoining communities, Transit ties and resource coordination. The Town of Goffstown also stated a desire to increase communication with surrounding Communities, to work more as a group to help all parties involved.

The Town of Hooksett spoke about the importance of communication between the local Communities. Suggestions were made regarding water & sewer capacity, increased mutual aid (Fire Station), oxygen depletion in the Merrimack River, transportation and expansion issues. They also stated that they feel there is a strong need to hold regular meetings with the Manchester Communities to discuss issues such as; Regional Impact on Development, BOD loading and use of the Merrimack River and Regional Economic Development. These are only a few topics that could be beneficial for all to discuss, a "Unified Area Group" is something the Town of Hooksett and other Communities would like to see develop.

The Town of Londonderry reflected upon the need for continued cooperation on all airport issues, the need for sewers and sewage treatment and the need for a comprehensive regional approach to better coordinate services.

The Southern New Hampshire Planning Commission was also solicited for comments. They stated that continued cooperation among the communities would be extremely beneficial to all parties involved.

Part 5 CONTENTS

Standard Form 424

Other Sources of Funding

Activities to be Undertaken

Geographic Distribution

Program Specific Requirements

**Overall Community Improvement
Program**

Annual Action Plan

The Action Plan outlines the yearly program of activities designed to implement the strategies of the Consolidated Plan. It also serves as the Annual Submission and Application to the Department of Housing and Urban Development and as such provides certain required elements.

STANDARD FORMS 424

See Attachment 4.

CDBG
HOME and American Dream Down-Payment Initiative
ESG

Key Strategies

The allocation of HUD funds for the FY 2005 Program year (City FY 2006) will be based upon the City's Key Strategies identified in the Consolidated Plan. Any variances are a result of the City's desire to react to certain newly identified needs and priorities that were identified through this year's Community Improvement Program Development Process. Although the City of Manchester is no longer eligible for American Dream Downpayment Initiative funding, the City will provide \$200,000 of HOME funds to Manchester Neighborhood Housing Services (MNHS) to continue the implementation of the downpayment assistance program. In addition to home ownership assistance, the City will also continue to develop affordable rental housing for Manchester's work force. To meet the challenge, the City has set aside approximately Fifty-Eight Percent (58%) of its HOME allocation (\$510,000) and \$750,000 of Affordable Housing Trust Funds to develop and construct 152 units of affordable rental housing. Manchester has also authorized the allocation of \$50,000 of HOME funds to Manchester Neighborhood Housing Services to be used for the Neighborworks Homeownership Program. \$200,000 of Affordable Housing Trust Funds has been earmarked for the City's Housing Rehabilitation Lead Paint Hazard Remediation program. In addition to housing development, the City will utilize \$76,800 of HOME and CDBG funds to support other important housing initiatives including but not limited to the following: transitional housing, security deposit assistance and fair housing legal assistance. According to Manchester's Continuum of Care, the prevention of chronic homelessness and the movement into permanent housing continues to be dependent upon the provision of affordable housing to households with extremely low incomes. Until the number of affordable housing units required to accommodate very low-income households are created or provided, it will be necessary to shelter the homeless. As in years past, the City will use ESG and CDBG funds (\$86,460) to provide support to the homeless. It is the City's intent to leverage these funds for housing and homelessness initiatives with other governmental and private funds so as to provide access to the greatest number of units possible. In conjunction with the Consolidated Plan and the Action Plan, the City continues to work with the Mayor's Task Force on Affordable Housing to implement action strategies.

Consistent with previous year's Action Plans, CDBG funds will be used on projects that promote economic development in the community. Economic development activities specifically targeted to employment training, business incubator, economic development studies and the Destination Manchester Coordinator will receive \$243,000 of the City's \$2,330,109 CDBG entitlement. The investment of traditional entitlement funds has been reduced due in part to the City's utilization of Section 108 funds. In December 2002, the City took the necessary steps to secure \$6.0 million in Section 108 assistance to carry out economic development projects primarily in the Enterprise Zone. To date, approximately \$2,000,000 of these funds have been allocated to projects and efforts that are intended to expand the tax base, create new job opportunities for Manchester's low income residents and continue with the revitalization of the Central Business District.

As in years past, the City will continue to comply with the American with Disabilities Act (ADA) by eliminating architectural barriers in City Buildings and public infrastructure. This year the Board of Mayor and Alderman has authorized \$415,000 of CDBG funds for projects and activities that will provide the City's disabled residents with access to municipal programs and services.

The City continues to view the Strategy relating to Infrastructure Improvements as a priority. It is the strategy for which the greatest amount of HUD funding has been directed. For this coming year a total of \$905,000 has been designated for improvements to neighborhood parks, streets, and sidewalks. This investment will improve the aesthetics and living conditions of inner city neighborhoods, provide safe school walking routes, new athletic and passive recreational facilities and efficient and safer driving and walking conditions for the residents of these neighborhoods.

In addition, the City has set aside both CDBG and HOME funds for planning and administration. The Community Improvement program includes funding to update the Community Master Plan and to complete

various economic development and neighborhood plans (\$75,000 CDBG). Funding (\$222,017 CDBG & HOME) has also been committed to administer the City's Entitlement Program.

Inasmuch as the priorities and needs of the Community far outweigh the annual HUD entitlement, not all of the key strategies identified within this Action Plan will be addressed through projects funded with HUD entitlement funding. Rather, some of these strategies and activities will be realized through projects and programs that use a variety of non-HUD resources, including local property tax generated dollars, state funding and other federal funds. Not all of the strategies noted are targeted towards activities that strictly benefit low and moderate income City residents. However, the projects that have been designated to receive funding are intended to address a myriad of needs of the Community, these being social and health services, education, recreation, infrastructure, transportation, housing and public safety. While some of these activities are not specifically targeted towards low and moderate-income residents, the resulting impacts from improvements realized will also benefit this segment of Manchester's citizenry. These strategies are contained within this document as the development of the HUD Consolidated Plan and also in the ensuing Annual Action Plan. Both documents are in effect part and parcel of the City's process for the development of the Community Improvement Program Budget. The HUD funded activities represent one element of the entire Community Improvement Program.

The planning and development of the Action Plan occurred within the framework of the Planning Department's Community Improvement Program (CIP) Budget Process. The CIP budget methodology involves the establishment of a priority system of needs that are identified through extensive interaction with other City Departments, Community Agencies and Organizations and citizen input. The information received is documented, reviewed, analyzed and prioritized. The projects deemed to be the most deserving of the funds available are recommended for funding.

The CIP Process is initiated each December with funding requests solicited and received from the above noted entities. Notices regarding the initiation of the process are forwarded to past recipients of funds and a public notices are posted as well as advertised in the local newspaper, The Union Leader. Public participation and input into this process is solicited by the City and realized through Public Hearings and presentations by various organizations seeking funds. This past year, the City conducted Five Public Hearings for the development of the 2005-2010 Consolidated Plan, this year's CIP and HUD Action Plan. These hearings were held on January 19, 2005 at the Manchester Community Resource Center, on January 20, 2005 at the Cashin Senior Center, on January 25, 2005 at the Manchester City Hall Aldermanic Chambers, on January 26, 2005 at the Kelley Falls Public Housing Community Center and on January 27, 2005 at the Elmwood Gardens Public Housing Community Center.

Taking a proactive approach towards public participation, the City encouraged subrecipients of HUD funding and beneficiaries of their programs to attend Public Hearings and provide comments on the proposed programs and activities as well as identify needs of their own. The Planning Department's Staff conducts review of the information gathered through this process. The requests are prioritized in accordance with the overall needs, goals and funding constraints of the CIP Program and the eligibility requirements of HUD. Project requests are matched to appropriate funding sources consistent with their scope, size and eligibility for federal funding.

Preparation of the CIP Budget is the responsibility of the Mayor's Office, which presents the recommended Program to the Aldermanic Board for review, acceptance and approval.

Since the Action Plan is essentially an element of the Community Improvement Program and therefore part of the City Budget Process, the priorities and strategies identified in the Action Plan are reviewed and endorsed by the Mayor's Office. This year the Mayor presented the CIP/Action Plan to the Community Improvement Program Committee on March 28, 2005 and to the full Board on May 17, 2005. As such, all of the projects contained within this Action Plan have been approved by the Board of Mayor and Aldermen for funding or support as part of the CIP.

On April 15, 2005, the thirty-day comment period for the proposed Action Plan as (contained herein) began, with the final adoption of the CIP/Action Plan approved by the Aldermen on May 17, 2005.

The Key Strategies that follow are consistent with the strategies that were identified in part 3 of the consolidated plan on pages 15 – 65. As such, only specific programs and projects are identified.

Strategy #1: Center City Neighborhood Revitalization

HUD-Assisted Program Elements:

Amoskeag Small Business Incubator - \$20,000,
Agency Leverage \$320,000
Destination Manchester Coordinator - \$88,000
Agency Leverage \$11,000
Highway Department Municipal Infrastructure - \$300,000,
Agency Leverage \$0
Manchester Community Resource Center – Employment Training Program - \$85,000,
Agency Leverage \$210,000
Parks Project Greenstreets - \$7,000,
Agency Leverage \$27,050
Planning Lead Hazard Control Grant - \$895,725
Agency Leverage \$381,804

Total funds leveraged by HUD assisted programs - \$949,854

Non-HUD Funded Program Elements:

Parks Project Greenstreets - \$27,050
Destination Manchester Coordinator - \$11,000
Police Department Weed N Seed - \$300,000
Parks Valley Cemetery Auburn St. Fence Restoration - Program - \$85,000
Planning Housing Rehabilitation/Lead Paint Hazard Remediation Program - \$200,000,
Agency Leverage \$200,000
Manchester Art Commission First Public Art Sculpture - \$40,000,
Agency Leverage \$5,000

Total funds leveraged by Non-HUD assisted programs - \$205,000

Benchmarks:

Provide incubator space to 1-2 small businesses resulting in the creation of 3 low/mod jobs.
Improved streets, sidewalks, lighting, traffic signalization, etc. in CDBG eligible areas.
Provide lead hazard Control assistance to 138 household units.
Provide employment-related services to 605 individuals from the inner city.
Increase in number of street trees planted by 70 to 80.
Coordinate economic development activities resulting in job creation for low/mod individuals.

Strategy #2: City Wide Economic Development

HUD-assisted Program Elements:

Amoskeag Small Business Incubator - \$20,000,
Agency Leverage \$320,000
Destination Manchester Coordinator - \$88,000
Agency Leverage \$11,000
Manchester Economic Development Master Plan/Economic Development Planning - \$50,000,
Agency Leverage \$60,000
New Hampshire Institute of Art Academic Building Renovation - \$125,000,
Agency Leverage \$650,000

Total funds leveraged by HUD assisted Programs \$1,041,000

Non-HUD Funded Program Elements:

Manchester Economic Development Master Plan/Economic Development Planning - \$60,000
Intown Manchester Holiday Lighting - \$10,000,
Agency Leverage \$0
Intown Community Concerts - \$30,800,
Agency Leverage \$0
Manchester Convention and Visitor's Bureau Marketing Manchester - \$100,000,
Agency Leverage \$65,000
Destination Manchester Coordinator - \$11,000
For Manchester Mill City Festival - \$7,000,
Agency Leverage \$40,000
Palace Theatre Trust - \$75,000
Agency Leverage \$1,220,000
Highway Department Downtown Miscellaneous Repairs - \$75,000

Total funds leveraged by Non-HUD assisted Programs - \$1,325,000

Benchmarks:

Process 3 Section 108 loans
Provide incubator space to 1-2 small businesses resulting in the creation of 3 low/mod jobs.
Coordinate economic development activities resulting in job creation for low/mod individuals.
Provide employment-related services to 605 individuals from the inner city.
Produce an economic development plan for the City and the Central Business District.

Strategy #3: Homeownership and Affordable Housing Development**HUD-assisted Program Elements:**

MNHS Neighborworks Homeownership Center - \$50,000,
Agency Leverage \$106,636
MNHS Renaissance 8 - \$180,000,
Agency Leverage \$11,000,000
MNHS Downpayment Assistance - \$200,000,
Agency Leverage \$546,000
MHRA Brown School Renovation - \$180,000,
Agency Leverage \$5,300,000

NH Legal Assistance Fair Housing - \$8,800
Agency Leverage \$230,602
Families In Transition Permanent Housing III - \$30,000,
Agency Leverage \$30,000

Total funds leveraged by HUD assisted Programs - \$17,213,238

Non-HUD Funded Programs:

MHRA Brown School Renovation - \$200,000
Helping Hands Outreach Center Permanent Supportive Housing - \$300,000,
Agency Leverage \$1,224,842
Planning Housing Rehabilitation/Lead Paint Hazard Remediation Program - \$200,000,
Agency Leverage \$200,000
New Hampshire Institute of Art Hampshire House Renovations - \$250,000,
Agency Leverage \$300,000

Total funds leveraged by Non-HUD assisted Programs - \$1,724,842

Benchmarks:

Provide homeownership education to 270 families resulting in the purchase of 40 homes.
Provide Fair Housing counseling to 60-80 low-income individuals.
Develop 105 units of affordable rental housing.
Rehabilitate and/or eliminate lead hazards in twenty units of housing occupied by income eligible families.
Provide downpayment assistance to 10 first time homebuyers.

Strategy #4: Improve Access to City Wide Transportation

HUD-assisted Program Elements:

Planning Transportation Collaborative - \$17,000,
Agency Leverage \$0
Transit Authority ADA Software - \$10,000,
Agency Leverage \$80,000

Total funds leveraged by HUD assisted Programs - \$80,000

Non-HUD Funded Programs:

Transit Authority ADA Software - \$80,000
Transit Authority Transit Station Renovations - \$28,800
Transit Authority Passenger ADA Lift Vans - \$170,100
Transit Authority Replacement Transit Buses - \$1,071,630
Manchester Airport Airside Improvements - \$59,850,000
Manchester Airport Residential Sound Insulation Program - \$15,625,000
Manchester Airport Equipment Replacement - \$15,000,000
Manchester Airport Property Acquisition - \$13,950,000
Manchester Airport Roadway & Parking Improvements - \$115,950,000

Manchester Airport Terminal & Building Improvements - \$131,500,000
Highway Department Campbell Street Traffic Study - \$25,000

No funds leveraged by Non-HUD assisted Programs

Benchmarks:

Establish a transportation collaborative that results in the implementation of a transportation system that meets the needs of all of Manchester's citizens.

Installation of paratransit scheduling software at the Manchester Transportation Authority (MTA) to accommodate the needs of disabled passengers.

Increase the number of flights arriving and departing from the Manchester Airport.

Strategy #5: Multi-cultural Health, Human and Elderly Services

HUD-Assisted Programs:

NH Minority Health Coalition Healthy Families Home Visiting Program - \$8,000,

Agency Leverage \$0

Health Department Center City Disease Prevention - \$15,000*,

Agency Leverage \$0

Greater Manchester AIDS Project Community Promise - \$5,000*

Agency Leverage \$2,500

Court Appointed Special Advocates - \$13,000*

Agency Leverage \$14,000

Health Department Children's Oral Health Collaborative - \$10,000*,

Agency Leverage \$0

Health Department Children's Health & Nutrition Program - \$20,000*,

Agency Leverage \$0

Manchester Community Health Center Pharmaceutical Program (Pharmaceuticals)* - \$44,000*

Agency Leverage \$30,737

Planning New Citizens Assimilation Assistance - \$15,000*,

Agency Leverage \$0

Salvation Army Kids Café - \$14,300*,

Agency Leverage \$112,200

Catholic Medical Center/Poisson Dental Services - \$3,000,

Agency Leverage \$222,908

Farnum Center Property Renovations - \$35,000,

Agency Leverage \$0

MHRA Youth Recreation Program - \$60,000*,

Agency Leverage \$0

Girls Inc. Girls Center Operations - \$15,000*,

Agency Leverage \$294,272

YMCA Y.O.U. Program - \$17,000,

Agency Leverage- \$145,000

*Public Service Project

Total funds leveraged by HUD assisted Programs - \$821,617

Non-HUD Funded Program Elements:

American Red Cross Local Emergency Services - \$11,000,
 Agency Leverage \$199,570
 Big Brother s One to One Mentoring - \$5,000,
 Agency Leverage \$283,112
 Child & Family Services Child Care Coordinator - \$19,065,
 Agency Leverage \$3,000
 Child & Family Services Homemaker Services - \$30,000,
 Agency leverage \$295,312
 Child Health Services Health Clinic - \$129,000,
 Agency Leverage \$1,699,509
 City Year NH Manchester Team - \$10,000,
 Agency Leverage \$80,000
 Office of Youth Services OJJDP WYR Project - \$112,973
 Health Department Various Programs (11) - \$1,490,000
 Manchester Community Health Center Pharmaceutical Program Coordinator - \$13,800,
 Agency Leverage \$19,263
 Child Day Care (VNA Services) - \$40,000,
 Agency Leverage \$1,084,789
 International Institute International Center Program - \$10,000,
 Agency Leverage - \$63,000
 Makin' It Happen Operating Expenses - \$10,000,
 Agency Leverage - \$26,200
 Manchester Boys & Girls Club \$35,000,
 Agency Leverage \$1,667,678
 NH Minority Health Coalition Healthy Families Home Visiting Program - \$11,000,
 Agency Leverage \$119,382
 Southern NH Services Info Bank - \$22,000,
 Agency Leverage \$24,237
 Southern NH Services Multi-Cultural Assimilation Support - \$22,000,
 Agency Leverage \$82,792
 Southern NH Services Voluntary Action Center - \$12,000,
 Agency Leverage \$15,000
 St. Joseph Elderly Nutrition Program -\$29,100,
 Agency Leverage – \$682,027
 For Manchester Operations - \$1,800,
 Agency Leverage \$20,000
 Child Health Services Teen Health Clinic –\$8,000,
 Agency Leverage \$393,621

Total funds leveraged by Non-HUD assisted Programs - \$6,758,492.

Benchmarks:

Provide childcare services to 325 unduplicated clients.
 Serve 3000 individuals in a low cost pharmaceutical program
 Provide outreach, job training and English education to 1000 Hispanic individuals.
 Provide training and after school activities to 800 youths.
 Medical services will be provided to 900 individuals residing in the Inner City.
 Provide dental care to 35 individuals who cannot afford to access these services.
 Provide dental services to 500 needy children.
 Provide social, educational and recreational programs for 165 public housing youth.
 Provide comprehensive health care to 1200 youth.
 Nutrition and obesity programming in the school system to benefit 4500 children.

Provide interpretation and translation services to 1000 immigrants.
Maintain substance abuse treatment center to serve 320 in-patient clients and 650 out-patients annually.
Provide guardians ad litem (child advocates) for 100 children.
HIV prevention intervention services to 120 individuals.

Strategy #6: Emergency Shelter, Transitional Housing & Strategies For The Homeless

HUD-assisted Program Elements:

Child and Family Services - Runaway Homeless Youth - \$13,400
Agency Leverage - \$75,500
Emily's Place (YWCA) – \$12,000,
Agency Leverage – \$116,500
Helping Hands Outreach Center Operational - \$10,600
Agency Leverage \$200,000
New Horizons Operational & Shelter Staffing - \$23,160,
Agency Leverage \$694,811
Manchester Emergency Housing Operational - \$8,000,
Agency Leverage \$10,000
The Way Home Homeless Intervention/Tenant Assistance/Security Deposits - \$84,300,
Agency Leverage \$205,175

Total funds leveraged by HUD assisted Programs - \$1,301,986

Non-HUD Funded Programs:

American Red Cross Local Emergency Services - \$11,000,
Agency Leverage \$199,570
Health Department Homeless Health Care - \$320,000,
Agency Leverage \$0
Families in Transition Operational (Spruce Street Facility) \$20,000,
Agency Leverage \$122,793

Total funds leveraged by Non-HUD assisted Programs - \$322,363

Benchmarks:

Provide emergency shelter, transitional housing and supportive services for 570 men, women and children.
Crisis intervention services to 125 youth at risk.
Provide secure housing to 100 women and children who are victims of domestic violence.
Homeless prevention services will be provided to 200 households along with tenant assistance provided for 85 individuals.
Security Deposits will be provided to 85 individuals.

Strategy #7: Recreation

HUD-assisted Program Elements:

MHRA Youth Recreation Program - \$60,000,

Agency Leverage \$0
Parks Youth Recreation – \$80,000,
Agency Leverage \$0
Parks Fun the Sun - \$28,000,
Agency Leverage \$60,000
Parks Project Greenstreets - \$7,000,
Agency Leverage \$27,050
Parks Raco Pool Improvement Project - \$525,000,
Agency Leverage - \$0

Total funds leveraged by HUD assisted Programs - \$87,050.

Non-HUD Funded Program Elements:

Intown Community Concerts - \$30,800,
Agency Leverage \$0
Manchester Boys & Girls Club \$35,000,
Agency Leverage \$1,667,678
Parks Blodgett Park Rehabilitation - \$25,000
Parks Derryfield Country Club Rehabilitation – \$200,000
Parks Fun In The Sun Program - \$60,000
Parks Project Greenstreets - \$27,050
Parks Annual Park Maintenance Program - \$50,000
Parks Crystal Lake Master Plan/Design - \$50,000

Total funds leveraged by Non-HUD assisted Programs - \$1,667,678

Benchmarks:

Provide youth recreation activities to 1425 children residing in the inner city and public housing.
Renovation and restoration of the Raco pool.
Plant 70 – 80 additional trees.

Strategy #8: Infrastructure Improvements

HUD-assisted Program Elements:

Parks Raco Pool Improvement Project - \$525,000,
Agency Leverage \$0
Highway Department Infrastructure ADA Access Improvements - \$90,000,
Agency Leverage \$0
Highway Department Municipal Infrastructure - \$300,000
Agency Leverage \$0
Highway Department School Sidewalk Program - \$75,000,
Agency Leverage \$0

No funds leveraged by HUD assisted Programs

Non-HUD Program Elements:

Parks Valley Cemetery Auburn St. Fence Restoration - Program - \$85,000
Parks Blodgett Park Rehabilitation - \$25,000

Parks Millyard Improvements - \$25,000
Manchester School District School Projects - \$11,000,000
Parks Annual Park Maintenance Program - \$50,000
Parks Derryfield Country Club Rehabilitation – \$200,000
Highway Department Public Works Infrastructure Program - \$2,780,000
Highway Department 50/50 Sidewalk Program - \$100,000,
Agency Leverage \$100,000
Highway Department Discretionary Sidewalk/Curb Program - \$25,000
Highway Department Chronic Drain - \$35,000
Highway Department Downtown Miscellaneous Repairs - \$75,000
Highway Department Annual ROW Maintenance (Resurfacing) - \$850,000
Highway Department Millyard Rail Crossing Upgrade - \$2,100,000
Highway Facilities Division Municipal Deferred Maintenance - \$60,000
Highway Facilities Division West Library Renovations - \$50,000
Highway Department EPD Sewer Projects - \$13,600,000
Manchester Water Works Projects - \$3,968,000
Traffic Department Mast Arm Replacement - \$75,000.

Total funds leveraged by Non-HUD assisted Programs - \$100,000

Benchmarks:

Infrastructure Improvements to include upgrades to inner city streets including Lowell (Beech to Maple), Central (Pine to Union), Merrimack (Lincoln to Wilson), Spruce (Lincoln to Wilson), Hanover (Lincoln to Wilson), Ohio Avenue Reconstruction and Murphy Street Reconstruction.
Improved sidewalk access to and from one neighborhood school
Increase in number of accessible curb cuts 60

Strategy #9: Airport Improvements

No HUD funds allocated for activities addressing this strategy.

Non-HUD Program Elements:

Manchester Airport Airside Improvements - \$59,850,000
Manchester Airport Residential Sound Insulation Program - \$15,625,000
Manchester Airport Equipment Replacement - \$15,000,000
Manchester Airport Property Acquisition - \$13,950,000
Manchester Airport Roadway & Parking Improvements - \$115,950,000
Manchester Airport Terminal & Building Improvements - \$131,500,000
Highway Department Campbell Street Traffic Study - \$25,000

No funds leveraged by Non-HUD assisted Programs

Strategy #10: Tools for Governing

HUD-assisted Program Elements:

Planning ADA Compliance (Public and City Buildings) - \$310,000,
Agency Leverage \$0

Human Resources ADA Compliance - \$5,000,
Agency Leverage \$0
Planning & Community Development CIP Administration - \$222,017
Agency Leverage \$0
Planning & Community Development Initiatives - \$25,000,
Agency Leverage \$14,500
Manchester Economic Development Master Plan/Economic Development Planning - \$50,000, Agency
Leverage \$60,000
Planning & Community Development Planning & Resource Support - \$35,000,
Agency Leverage \$0

Total funds leveraged by HUD assisted Programs - \$74,500

**Non-HUD Funded Program
Elements:**

Board of Assessors Revaluation Update - \$250,000
Human Resources Employee Training & Development - \$37,000
Planning Planning Studies Implementation - \$500,000
Planning & Community Development Initiatives - \$14,500
Planning & Community Development VISTA Coordinator - \$40,000
Manchester Economic Development Master Plan/Economic Development Planning - \$60,000
Parks Crystal Lake Master Plan/Design - \$50,000

No funds leveraged by Non HUD assisted Programs

Benchmarks:

Increase in number of public facilities accessible - 3
Provide staff support for one person to ensure City compliance with the Americans with Disabilities Act.
Increase provisions of professional/technical support necessary to develop and carry out citywide plans &
strategies and comply with various governmental requirements.
Produce an economic development plan for the City and the Central Business District.
Provide Staff Support to Manage the City's natural resources.

Strategy #11: Public Safety

HUD-assisted Program Elements:

Health Department Center City Disease Prevention - \$15,000,
Agency Leverage \$0

No funds leveraged by HUD assisted programs

Non-HUD Funded Program Elements:

American Red Cross Local Emergency Services - \$11,000,
Agency Leverage \$199,570
Health Department Public Health Preparedness - \$800,000
Health Department HIV Services - \$80,000
Health Department Immunization Services - \$75,000
Health Department Lead Poisoning Prevention - \$40,000

Health Department Tuberculosis Control - \$45,000
Fire Department Mobil Data Terminal/AVL's - \$750,000
Police Department Various Programs & Activities - \$1,533,000

Total funds leveraged by Non-HUD assisted Programs - \$199,570

Benchmarks:

Medical services will be provided to 900 individuals residing in the Inner City.

Strategy #12: Education

HUD-assisted Program Elements:

Health Department Children's Health & Nutrition Program - \$20,000,
Agency Leverage \$0
New Hampshire Institute of Art Academic Building Renovation - \$125,000,
Agency Leverage \$650,000
Highway Department School Sidewalk Program - \$75,000,
Agency Leverage \$0

Total funds leveraged by HUD assisted Programs - \$650,000

Non-HUD Assisted Program Elements:

Health Department School Based Dental Services - \$15,000
Manchester School District School Projects - \$11,000,000
New Hampshire Institute of Art Academic Building Renovation - \$650,000
New Hampshire Institute of Art Hampshire House Renovations - \$250,000,
Agency Leverage \$300,000

Total funds leveraged by Non-HUD Assisted Programs - \$300,000

Benchmarks:

Improved sidewalk access to and from one neighborhood school
Nutrition and obesity programming in the school system to benefit 4500 children.
Renovation of one educational institution resulting in opportunities for art students.

Overall Community Improvement Program

The following tables identified as Tables 1- 6 summarize the entire Community Improvement Program for the City of Manchester as currently proposed for Fiscal Year 2006 beginning on July 1, 2005. The Community Improvement Program contains all expected sources of funds from Federal, State and private sources. In many cases, HUD funds are used to leverage larger commitments of funds from other sources. The mix of funds are also identified.

Geographic Distribution

All funds are proposed to be available citywide with the main focus on the inner city.

- CDBG and HOME funds will be available to all agencies, however all eligibility requirements in regards to income must be adhered to.
- ESG funding, if received, sets specific guidelines as to the allocation.

Attachment 5 identifies twelve maps with locations of areas which are the primary focus of the activities that will be undertaken.

Program Specific Requirements

The City of Manchester is an entitlement community for Community Development Block Grant (CDBG) funds. The amount of program income (an estimated amount) is included in this plan (see attachment 7 for program income chart) and it should be noted that there are no float funded activities included in the plan and there are no revolving loan funds. All surplus or contingency funds have also been included in the plan. There are no known "urgent needs" to be designated by the City. The locations of all projects to be completed with CDBG monies are noted on each page of the previous Listing of Proposed Projects.

The Emergency Shelter Grant (ESG) program follows the standard budget process described earlier in this document.

Once the notification of funding has been issued the City requests proposals from shelter and transitional housing operators. Some monies are used to fund supportive services and homeless prevention activities, while the balance is used for rehabilitation work at the shelters. All proposals are evaluated for compliance with program regulations in addition to which projects will give the City the best value for its dollar. These monies will complement State resources and allow those-in crisis to gain greater access to emergency shelters.

The City does not intend to invest HOME funds in any activity or form that is not described in Section 92.205(b) of the HOME regulations.

The City does not intend to invest ADDI funds in any activity or form that is not described in Section 92.602(a) of the ADDI regulations. The City was not awarded ADDI funding in 2005.

Certifications & Monitoring

General Certifications

In accordance with the applicable statutes and the regulations governing the Housing and Community Development Plan regulations, the jurisdiction certifies that:

Citizen Participation -- It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

Affirmatively Further Fair Housing -- The City continues to affirmatively further fair housing choices and will continue to update its analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

Anti-displacement and Relocation Plan -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential anti-displacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

Drug Free Workplace -- It will or will continue to provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees about -
 - (a) The dangers of drug abuse in the workplace;
 - (b) The grantee's policy of maintaining a drug-free workplace;
 - (c) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (d) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph 1;
4. Notifying the employee in the statement required by paragraph 1 that, as a condition of employment under the grant, the employee will -
 - a) Abide by the terms of the statement; and
 - b) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted -
 - (a) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
 - (b) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

Anti-Lobbying -- To the best of the jurisdiction's knowledge and belief:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
3. It will require that the language of paragraph (n) of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, sub-grants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

Authority of Jurisdiction -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

Consistency with plan -- The housing activities to be undertaken with CDBG, HOME, ESG, and ADDI funds are consistent with the strategic plan.

Acquisition and relocation -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR part 24.

Section 3 -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.

Signature/Authorized Official

Date

Robert A. Baines, Mayor
Title

Specific CDBG Certifications

The Entitlement Community certifies that:

Citizen Participation -- It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

Community Development Plan - Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 Part 570).

Strategy -- It is following a current consolidated plan (or Comprehensive Housing Affordability Strategy) that has been approved by HUD.

Use of Funds -- It has complied with the following criteria:

1. **Maximum Feasible Priority.** With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate-income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);
2. **Overall Benefit.** The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) July 1, 2005- June 30, 2006 (a period specified by the grantee consisting of one, two, or three specific consecutive program years), shall principally benefit persons of very low, low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;
3. **Special Assessments.** It will not attempt to recover any capital costs of public improvements assisted with CDBG funding including Section 108 loan guarantee funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.

The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

Excessive Force -- It has adopted and is enforcing:

1. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
2. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

Compliance with Anti-discrimination laws -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USE 2000d), the Fair Housing Act (42 USE 3601-3619), the Age Discrimination Act of 1975 (42 U.S.C. 6101-6107), Executive Orders 11063, 11625, 12138, 12432 and 12892, Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), and implementing regulations.

Lead-Based Paint -- Its notification, inspection, testing and abatement procedures concerning lead-based paint will comply with §570.608;

Compliance with Laws -- It will comply with applicable laws.

Signature/Authorized Official

Date

Robert A. Baines, Mayor
Title

ESG Certifications

The Emergency Shelter Grantee certifies that:

Major rehabilitation/conversion -- It will maintain any building for which assistance is used under the ESG program as a shelter for homeless individuals and families for at least 10 years. If the jurisdiction plans to use funds for purposes less than tenant-based rental assistance, the applicant will maintain any building for which assistance is used under the ESG program a shelter for homeless individuals and families for at least 3 years.

Essential Services -- It will provide services or shelter to homeless individuals and families for the period during which the ESG assistance is provided, without regard to a particular site or structure as long as the same general population is served.

Renovation -- Any renovation carried out with ESG assistance shall be sufficient to ensure that the building involved is safe and sanitary.

Supportive Services -- It will assist homeless individuals in obtaining appropriate supportive services, including permanent housing, medical and mental health treatment, counseling, supervision, and other services essential for achieving independent living, and other Federal, State, local and private assistance.

Matching Funds -- It will obtain matching amounts required under 576.71 of this title.

Confidentiality -- It will develop and implement procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted under the ESG program including protection against the release of the address or location of any family violence shelter project except with the written authorization of the person responsible for the operation of that shelter.

Homeless Persons Involvement -- To the maximum extent practicable, it will involve, through employment volunteer services, or otherwise, homeless individual and families in constructing, renovating, maintaining, operating facilities, and providing services assisted through this program.

Consolidated Plan -- It is following a current HUD-approved Consolidated Plan or CHAS.

Signature/Authorized Official

Date

Robert A. Baines, Mayor

Title

Specific HOME Certifications

The HOME participating jurisdiction certifies that:

Tenant Based Rental Assistance -- If the participating jurisdiction intends to provide tenant-based rental assistance:

The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's annual approved housing strategy for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

Eligible Activities and Costs -- it is using and will use HOME funds for eligible activities and costs, as described in 24 CFR 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in 92.214.

Appropriate Financial Assistance -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing;

Signature/Authorized Official

Date

Robert A. Baines, Mayor
Title

Appendix To Certifications

INSTRUCTIONS CONCERNING LOBBYING AND DRUG-FREE WORKPLACE REQUIREMENTS:

A. Lobbying Certification

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

B. Drug-Free Workplace Certification

1. By signing and/or submitting this application or grant agreement, the grantee is providing the certification.
2. The certification is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HUD, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
3. Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
4. Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio stations).
5. If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph five).
6. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of Performance (Street address, city, county, state, zip code)

Check X if there are workplaces on file that are not identified here; The certification with regard to the drug-free workplace required by 24 CFR part 24, subpart F.

7. Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules:

"Controlled substance" means a controlled substance in Schedules I through V of the Controlled Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15);

"Conviction" means a finding of guilt (including a plea of nolo contendere) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes;

"Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any controlled substance;

"Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including: (i) All "direct charge" employees; (ii) all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and (iii) temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are not on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

Monitoring Standards & Procedures

In 1975 the City of Manchester created the Community Improvement Program as a formal mechanism to deal with the receipt of various types of federal and state grants and programs.

The Community Improvement Program budget integrates the planning and policy considerations of a capital improvement budget with other community needs. Since its inception, the City, through CIP, has applied for and received several major grants both on an entitlement basis and through various competitive processes.

The City has demonstrated a capacity for administering all grants received, either directly or through a designated operating agency. In all cases of project implementation, the operating agency is provided with guidelines that must be followed and that cover all aspects of the project.

All applications for CDBG, HOME, ESG and if available ADDI monies shall be monitored for compliance with the strategy of the Consolidated Plan and all applicable federal, state and local laws and regulations. Compliance with the Consolidated Plan shall be a threshold criterion for all applications. Certificates of consistency with this plan will be only issued after a review of each proposed project has been completed.

In order to ensure compliance by the operating agency, the City Planning Department Community Improvement Program Staff uses its comprehensive project monitoring system to physically monitor construction activities. Through site visits and project progress reports, the CIP staff strives to ensure that all applicable regulations and procedures are complied with by the administering agency/department. A systematic monitoring of the projects further serves to assist the departments and administering agencies through an identification of problems and potential delays, and in the realization of the expected impact of their project within the schedules established at project inception. All HUD funded project Subrecipients shall be monitored a minimum of one time annually.

Grant funds will be requisitioned by the City in a manner designed to meet current cash needs only. It is the City's intent to continue to request a drawdown on the established Letter of Credit on a monthly basis in an amount necessary to reimburse subrecipients for work that is performed and has been verified by both our financial /monitoring staff.

All financial management systems shall be subject to rigorous accounting procedures including an annual audit in the case of CDBG, HOME and if available ADDI funds and periodic single program audits as currently required by Federal government regulations.

The CIP staff can audit and/or evaluate any CIP program or project if it is deemed necessary by the staff. All records, contracts, invoices and other pertinent material concerning the program or project are subject to on site review and scrutiny.

When the administrators of CIP are audited by outside entities on CIP programs or projects, the administering department or agency is required per contractual agreements to provide supportive information to satisfy these outside requests.

All CIP program and project files must record any evaluation or audit conducted by outside auditors. The evaluation and its outcome must be included in the office file.

The CIP staff's auditing team consists of two Senior Planners, a Planner II and a Planner I who divide the review of projects by certain "areas" as contained in the CIP plan. These areas are: social services; education; public safety; parks and recreation; leisure; housing and community development; transportation; environment and infrastructure; and community management. A variety of funding sources are present in each area and the staff allocate their time depending on the level of accountability required by each funding source.

Monitoring is viewed by the CIP staff as an opportunity to further develop a partnership with the subrecipient or developer. The staff use these visits to discover if there are any phases of the program design that need to be revised. Such visits also offer the chance to lend technical assistance when needed and to further build the capacity of these entities.

Subrecipients and developers are judged on established performance measures that are laid out between the City and these entities through written agreements that establish clear performance milestones. The performance standards define: (1) how progress will be measured; (2) how accomplishments will be rewarded, e.g. continued or expanded funding for the activity, etc.; and (3) how sanctions may be imposed if necessary.

Monitoring is a continuing opportunity to modify and improve the quality of the service delivery system. When warranted, CIP staff establish periodic meetings to evaluate the progress of subrecipients and developers particularly when they undertake new programs and projects on behalf of the City.

Although the CIP program does not have a formal monitoring plan adopted, the collective experience of the staff provides a wealth of knowledge in the area of monitoring. The techniques for monitoring subrecipients are gleaned from hands on experience in the field with a variety of providers. Monitoring visits will be conducted annually and this does not take into account the ongoing meetings with providers to offer technical assistance and input. Interaction of staff with these same providers on a monthly basis as members of various community groups and committees also serves to reinforce our knowledge of their activities.

The CIP staff emphasizes monitoring the new subrecipients who may be unfamiliar with the reporting requirements. These subrecipients ultimately require much more technical assistance due to their unfamiliarity with the system and the unique federal requirements.

Long Term Compliance

In order to ensure the long term compliance of existing and future housing projects that develop within the next twelve months, the City will rely on the staffs knowledge of the requirements associated with the HOME program so that projects funded directly with City grant monies are viable. Three methods will be used to ensure compliance. They are:

- * Use of a written Subrecipient Agreement executed between the City and other entities;
- * Monitoring of projects by CIP staff;

- * Detailed recordkeeping on a program and project basis.

The Subrecipient Agreement executed between the City and its participating entities will serve as the benchmark for judging all future actions of that entity. Such an agreement will remain in effect for the period of affordability as determined by the amount of funds placed in each project.

As was previously mentioned, at least annually if not semi-annually, the City will monitor the performance of each subrecipient that administers or receives HOME, ADDI, CDBG, etc., funds. In terms of rental housing projects, the City will:

- * Recertify tenant income;
- * Review rent and utility allowances;
- * Conduct on site inspections for compliance with Section 8 Housing Quality Standards (HQS):
 - annually for projects of more than four units;
 - once every two years for projects with 1 to 4 units.
- * Review of the project owner's compliance with written agreements.

Many of these same procedures are being done by the CIP staff as per the terms of the agreements for the use of Housing Development Action Grant (HODAG) funds. During the late 1980's the City through a private developer and the local housing authority was able to successfully compete for these monies, and two projects were built. The long term monitoring requirements are an inherent function of the CIP office, and such reviews of tenant documentation are conducted on an annual basis.

All subrecipients through the written agreement are required to keep their internal project records for a period of three years. The CIP office also retains project records for a period of three years. Where a period of affordability applies, subrecipients and developers are required to retain the records for three years after the affordability period ends.

Records covering displacement and acquisition are also required to be retained for three years after the date persons who are displaced or three years from when the final acquisition payment is received, whichever is later.

The City of Manchester is an entitlement city and has used a substantial amount of its CDBG grant to fund housing rehabilitation programs. With the inception of Community Improvement Program (CIP) in 1975, the City of Manchester created a formal mechanism for dealing with the various types of federal and state grants. The CIP budget integrates the planning and policy considerations of a capital improvement budget with other community needs. Since 1975, the City, through CIP, has applied for and received several major grants both on an entitlement basis and through various competitive processes.

The City has demonstrated a capacity for administering all grants received, either directly or through a designated operating agency. In all cases of project implementation, the operating agency is provided with a list of guidelines that must be followed and that cover all aspects of the project.

All applications for CDBG, HOME, ADDI and ESG monies are monitored for compliance with the Consolidated Plan and all applicable federal, state and local laws and regulations. Compliance with the Consolidated Plan shall be a threshold criterion for all applications. Certificates of consistency with the Consolidated Plan will only be issued after vigorous review.

In order to ensure compliance by the operating agency, the CIP office will use its comprehensive project monitoring system to physically monitor construction activity. Through site visits and project progress reports,

CIP staff will ensure that all applicable regulations and procedures are complied with by the administering agency/ department. The systematic monitoring of the projects further serves to assist the departments, through identification of problems and potential delays, in realizing the expected impact of the project within the schedules established at project inception.

Grant funds will be requisitioned by the City in a manner designed to meet current cash needs only. It is our intent to request a drawdown on the established Letter of Credit on a monthly basis to reimburse subrecipients for work performed and verified by both our financial and monitoring staff.

All financial management systems shall be subject to rigorous accounting procedures including an annual audit in the case of CDBG, HOME, ADDI and ESG funds and periodic single program audits as currently required by federal government regulations.

The CIP staff can audit and/or evaluate any CIP program or project if it is deemed necessary by the staff. All records, contracts, invoices and other pertinent material concerning the program or project is subject to on site scrutiny. When the administrators of CIP are audited by outside entities on CIP programs or projects, the administering department or agency is required to provide supportive information to satisfy these outside requests.

All CIP program and project files must record any evaluation or audit conducted by outside auditors. The evaluation and its outcome must be included in the office file.

Performance Measurement In Accordance With CPD Notice 03-09

As a part of ongoing monitoring of entitlement funded activities, the City of Manchester has always evaluated the performance of City Departments as well as its subrecipients. The City's existing performance measurement system evaluates compliance with the 2005 – 2010 Consolidated Plan, monitors expenditure rates on a project-by-project basis, evaluates resources leveraged by entitlement funding, measures project outputs in terms of beneficiaries and/or quantity of improved public infrastructure and compares the performance of subrecipients to the performance of other subrecipients. In accordance with CPD Notice 03-09, the City of Manchester will document the performance of City Departments and Subrecipients by utilizing the Performance Measurement System that is outlined below:

Note – The City was not awarded ADDI funding in 2005.

City of Manchester
H.U.D. Entitlement Program
Performance Measurement System

1. Project Name –
2. CIP #
3. IDIS #
4. Goal - The project or program is consistent with the following Consolidated Plan goal
5. Inputs – Resources dedicated to the Program –
6. Activities – What the program does with the inputs to fulfill its mission –
7. Outputs
 - a. Expected units of accomplishment upon completion of project –
 - b. Actual units of accomplishment upon completion of project –
 - c. Total per unit cost of accomplishment –
 - d. HUD funding per unit cost of accomplishment –
 - e. Expected time of performance (months) –
 - f. Actual time of performance (months) –
8. Outcomes – Describe the benefits that have resulted from the program
HOME - 24 CFR 92.254 –Qualification As Affordable Housing Homeownership – Recapture Provision

In accordance with 24 CFR 92.254 of the HOME program requirements, the City of Manchester shall impose one of the recapture requirements outlined in 24 CFR 92.254 (a.)(5)(ii)(A)(1-3) (referenced below) or it's own recapture requirement approved by the DHUD, to ensure that the City recoups all or a portion of the HOME assistance to the homebuyers, if the housing does not continue to be the principal residence of the assisted low income family for the duration of the period of affordability determined by the City of Manchester. At a minimum the affordability period shall meet the requirements referenced in 24 CFR 92.254 (a.)(4) (referenced below). The recapture requirement shall be implemented in the form of a deed restriction that runs with the land for the duration of the affordability period.

24 CFR 92.254 (a.)

4. Periods of affordability. The HOME-assisted housing must meet the affordability requirements for not less than the applicable period specified in the following table, beginning after project completion. The per unit amount of HOME funds and the affordability period that they trigger are described more fully in paragraphs (a)(5)(i) (resale) and (ii) (recapture) of this section.

Minimum period of Homeownership assistance HOME amount per-unit affordability in years

Under \$15,000	5 Years
\$15,000 to \$40,000	10 Years
Over \$40,000	15 Years

5. Resale and recapture. To ensure affordability, the participating jurisdiction must impose either resale or recapture requirements, at its option. The participating jurisdiction must establish the resale or recapture requirements that comply with the standards of this section and set forth the requirements in its consolidated plan. HUD must determine that they are appropriate.
- (ii) (i) Recapture. Recapture provisions must ensure that the participating jurisdiction recoups all or a portion of the HOME assistance to the homebuyers, if the housing does not continue to be the principal residence of the family for the duration of the period of affordability. The participating jurisdiction may structure its recapture provisions based on its program design and market conditions. The period of affordability is based upon the total amount of HOME funds subject to recapture described in paragraph (a)(5)(ii)(A)(5) of this section.

The following options for recapture requirements are acceptable to HUD. The participating jurisdiction may adopt, modify or develop its own recapture requirements for HUD approval.

1. Recapture entire amount. The participating jurisdiction may recapture the entire amount of the HOME investment from the homeowner.
2. Reduction during affordability period. The participating jurisdiction may reduce the HOME investment amount to be recaptured on a prorata basis for the time the homeowner has owned and occupied the housing measured against the required affordability period.
3. Shared net proceeds. If the net proceeds are not sufficient to recapture the full HOME investment (or a reduced amount as provided for in paragraph (a)(5)(ii)(A)(2) of this section) plus enable the homeowner to recover the amount of the homeowner's down payment and any capital improvement investment made by the owner since purchase, the participating jurisdiction may share the net proceeds. The net proceeds are the sales price minus loan repayment (other than HOME funds) and closing costs. The net proceeds may be divided proportionally as set forth in the following mathematical formulas:

$$\frac{\text{HOME Investment}}{\text{HOME Investment} + \text{Homeowner Investment}} \times \text{Net Proceeds} = \text{HOME amount to be recaptured}$$

$$\frac{\text{Homeowner Investment}}{\text{HOME Investment} + \text{Homeowner Investment}} \times \text{Net Proceeds} = \text{Amount to Homeowner}$$

American Dream Downpayment Initiative 24 CFR 91.220 Action Plan Submission

If the participating jurisdiction will receive funding under the American Dream Downpayment Initiative (ADDI), it must include: (A) a description of the planned use of the ADDI funds; (B) A plan for conducting targeted outreach to residents and tenants of public and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide downpayment assistance for such residents, tenants, and families; and (C) a description of the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership. Should the City receive ADDI funding in 2005, the following narrative describing the non-profit that will utilize ADDI funds to offer a downpayment assistance program addresses the previously mentioned requirements.

Manchester Neighborhood Housing Services, Inc.

Manchester NHS is the only approved HUD counseling agency in Manchester, NH, which is a community of over 107,000 people (2000 Census Tract, Manchester, NH) The counseling and education services offered through the NeighborWorks® HomeOwnership Center of Manchester are open to the general public, offered free of charge and have provided service to over 2200 households since 1994. The direct beneficiaries of the housing counseling services are individuals and families who are at or below 80% of area median family income. A large percentage of our clients are single mothers, immigrants, and the “working poor” who dream of owning their own home. There are 3,143 disabled non-institutionalized persons 5 years or older in Manchester (2000 Census Tract).

Strategies to attract participants in housing counseling are accomplished through several methods. MNHS will continue to utilize our proven outlets for free and low-cost advertising, including free cable television and radio public service announcements, free community bulletin board sections of local and statewide newspapers. MNHS has a web-site at www.mnhs.net.

In addition, targeted mailings will be sent to tenants living in the affordable housing projects developed by MNHS, which currently stands at 175 units. MNHS will continue to conduct specific mailings throughout MNHS’ original target neighborhood. Additionally, we will offer our housing counseling programs, specifically Home Buyer Financial Fitness Clubs to the section 8/affordable housing network through 2 local housing section 8 administrators. Also, MNHS will survey and market post educational workshops to households who have financed homes through MNHS and households who have received educational services through MNHS and financed home with other lenders. Post Purchase workshops are required for Section 8 households who have received mortgage loans through MNHS and New Hampshire Housing Finance Authority.

Manchester NHS has cultivated relationships with local organizations such as: The Latin American Center, the Alliance for the Progress of Hispanic Americans and the International Institute. The NHS has worked with these agencies to promote and market the Home Ownership Seminars in English, Spanish and Vietnamese. The NHS has utilized translators and volunteers from other non-profit agencies and the business community for housing counseling purposes. In addition, the NHS offers home ownership training materials in multiple languages.

In 2003, “A Way to a Better Living” (AWTBL) and MNHS started meeting to develop an innovative partnership to expand the financial literacy services to the disabilities community. AWTBL is a grassroots group composed of persons with disabilities and representatives of community organizations who have come together to address the financial problems facing persons with disabilities in Manchester. AWTBL started Financing with Finesse (FWF) to address the financial problems facing persons with disabilities.

The joint venture leverages AWTBL's ties with the disabled community and proficiency with disability issues with MNHS' financial literacy expertise.

The new joint venture will:

- Integrate disabled individuals into MNHS more extensive financial literacy offerings;
- Add benefits counseling to the menu of MNHS' services;
- Develop a new IDA program for the disabled community
- Include focused outreach to the disabled community.

In 2003, MNHS was approved as a New Hampshire Housing Finance Authority Voucher Assistance Mortgage Lender. Many counseling clients are Section 8 voucher recipients and are working towards purchasing a home using the Section 8 to Home Ownership Option. On March 9, 2004, MNHS has created a partnership with Manchester Housing and Re-Development Authority (MHRA) to work together to offer the home ownership option to this under-served population. Since the inception of the Home Ownership Option, ten participants have become homeowners, one is currently in home ownership training and more are signing up. MNHS provides program orientations to MHRA clients and offers the Home Ownership Seminars and Financial Fitness Training free of charge. Staff at MNHS has received training from the New Hampshire Community Loan Fund's "Cooperative (Manufactured) Home Loan Program". The Cooperative Home Loan Program Provides loans and counseling to manufactured housing clients in the Greater Manchester Area and Statewide.

Should the City receive ADDI funding, the American Dream Downpayment Initiative will be marketed through MNHS's Home Ownership Education Programs and to eligible first time home buyers interested in purchasing a single family home.

Glossary

GENERAL DEFINITIONS USED IN THE CONSOLIDATED PLAN

Affordable Housing: Affordable housing is generally defined as housing where the occupant is paying no more than 30 percent of gross income for gross housing costs, including utility costs.

AIDS and Related Diseases: The disease of acquired immunodeficiency syndrome or any conditions arising from the etiologic agent for acquired immunodeficiency syndrome.

AIDS Service Organization: An organization that serves clients with full blown cases of AIDS

Alcohol/Other Drug Addiction: A serious and persistent alcohol or other drug addiction that significantly limits a person's ability to live independently.

Areas of Low Income Concentration: Any Census Tracts in which at least 51% of the total population have incomes less than 80% of the City's median income as defined in the 1990 Census.

Areas of Racial/Ethnic Concentration: Any Census Tracts in which at least 25% of the total population is of a specific race or ethnic group.

Assisted Household or Person: For the purpose of identification of goals, an assisted household or person is one which during the period covered by the annual plan will receive benefits through the Federal funds, either alone or in conjunction with the investment of other public or private funds. The program funds providing the benefit(s) may be from any funding year or combined funding years. A renter is benefited if the person takes occupancy of affordable housing that is newly acquired, newly rehabilitated, or newly constructed, and/or receives rental assistance through new budget authority. An existing homeowner is benefited during the year if the home's rehabilitation is completed. A first-time homebuyer is benefited if a home is purchased during the year. A homeless person is benefited during the year if the person becomes an occupant of transitional or permanent housing. A non-homeless person with special needs is considered as being benefited, however, only if the provision of supportive services is linked to the acquisition, rehabilitation, or new construction of a housing unit and/or the provision of rental assistance during the year. Households or persons who will benefit from more than one program activity must be counted only once. To be included in the goals, the housing unit must, at a minimum, satisfy the HUD Section 8 Housing Quality Standards (see 24 CFR section 882.109).

Committed: Generally means there has been a legally binding commitment of funds to a specific project to undertake specific activities.

Consistent with the Consolidated Plan: A determination made by the jurisdiction that a program application meets the following criterion: The Annual Plan for that fiscal year's funding indicates the jurisdiction planned to apply for the program or was willing to support an application by another entity for funds.

Continuum of Care: Policies designed to address the critical problem of homelessness that includes a coordinated community-based process of identifying needs and building a system to address those needs. The approach is predicated on the understanding that homelessness is not caused merely by a lack of shelter, but involves a variety of underlying, unmet needs -- physical, economic, and social.

Cost Burden > 30%: The extent to which gross housing costs, including utility costs, exceed 30 percent of gross income, based on data published by the US.. Census Bureau.

Cost Burden > 50% (Severe Cost Burden): The extent to which gross housing costs, including utility costs, exceed 50 percent of gross income, based on data published by the US. Census Bureau.

Disabled Household: A household composed of one or more persons at least one of whom is an adult (a person of at least 18 years of age) who has a disability. A person shall be considered to have a disability if the person is determined to have a physical, mental or emotional impairment that: (1) is resided in a home owned by the spouse.

Economic Independence and self-sufficiency Programs: Programs undertaken by Public Housing Agencies (PHAs) to promote economic independence and self-sufficiency for participating families. Such programs may include Project Self Sufficiency and Operation Bootstrap program that originated under earlier section 8 rental certificate and rental voucher initiatives, as well as the Family self-sufficiency program. In addition, PHAs may operate locally developed programs or conduct a variety of special projects designed to promote economic independence and self-sufficiency.

Elderly Household or Senior Household: A family in which the head of household is at least 65 years old.

Extremely Low Income: Families whose income is between 0-30 percent of the median income for the area, as determined by HUD, with adjustments for smaller and larger families, except that HUD may establish income ceilings higher or lower than 30% of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of constructions costs or fair market rents or unusually high or low family incomes.

Family: A household comprised of at least two people, two of which are related, whose head of household is not a senior.

Family Self Sufficiency (FSS) Program: A program enacted by section 554 of the National Affordable Housing Act which directs Public Housing Agencies to use section 8 assistance under the rental certificate and rental voucher programs, together with public and private resources to provide supportive services to enable participating families to achieve economic independence and self sufficiency.

First Time Homebuyer: An individual or family who has not owned a home during the three year period preceding the HUD-assisted purchase of a home that must be used as the principal residence of the homebuyer.

FHA: The Farmers Home Administration, or programs it administers.

For Rent: Year round housing units which are vacant and offered/available for rent. (U.S. Census definition)

For Sale: Year round housing units which are vacant and offered/available for sale only. (U.S. Census definition)

Frail Elderly: An elderly person who is unable to perform at least 3 activities of daily living (i.e., eating, dressing, bathing, grooming, and household management activities). (See 24 CFR 889.105.)

Group Quarters: Facilities providing living quarters that are not classified as housing units. (U.S. Census definition). Examples include: prisons, nursing homes, dormitories, military barracks, and shelters.

HOME: The HOME Investment Partnerships Program, which is authorized by Title II of the National Affordable Housing Act.

Homeless Family: Family that includes at least one parent or guardian and one child under the age of 18, a homeless pregnant woman, or a homeless person in the process of securing legal custody of a person under the age of 18.

Homeless Individual: An unaccompanied youth (17 years or younger) or an adult (18 years or older) without children.

Homeless Youth: Unaccompanied person 17 years of age or younger who is living in situations described by terms “sheltered” or “unsheltered”.

HOPE 1: The HOPE for Public and Indian Housing Homeownership Program, which is authorized by Title IV, Subtitle A of the National Affordable Housing Act.

HOPE 2: The HOPE for Homeownership of Multifamily Units Program, which is authorized by Title IV, Subtitle B of the National Affordable Housing Act.

HOPE 3: The HOPE for Homeownership of Single Family Homes Program, which is authorized by Title IV, Subtitle C of the National Affordable Housing Act.

Household: One or more persons occupying a housing unit (U.S. Census definition). See also “Family”.

Housing Problems: Households with housing problems include those that: (1) occupy units meeting the definition of Physical Defects; (2) meet the definition of overcrowded; and (3) meet the definition of cost burden greater than 30%.

Housing Unit: An occupied or vacant house, apartment, or a single room (SRO housing) that is intended as separate living quarters. (U.S. Census definition)

Inadequate Plumbing: A housing unit which lacks complete plumbing for exclusive use, as defined by the US Census as follows: 1) all three specified plumbing facilities (hot and cold piped water, a flush toilet, and a bathtub or shower) are present inside the unit, but are also used by another household; 2) some but not all the facilities are present; or 3) none of the three specified plumbing facilities is present.

Institutions/Institutional: Group quarters for persons under care or custody. (U.S. Census definition)

Investor Owned Properties: Properties that contain rental units.

Large Related: A household of 5 or more persons which includes at least one person related to the householder by blood, marriage or adoption.

Lead-Based Paint Hazard: Any condition that causes exposure to lead from lead contaminated dust, lead-contaminated soil, lead-contaminated paint that is deteriorated or present in accessible surfaces, friction surfaces, or impact surfaces that would result in adverse human health effects as established by the appropriate Federal agency. (Residential Lead-Based Paint Hazard Reduction Act of 1992 definition.)

LIHTC: (Federal) Low Income Housing Tax Credit.

Low-Income: Families whose incomes do not exceed 50% of the median income for the area, as determined by HUD with adjustments for smaller and larger families, except that HUD may establish income ceilings

higher or lower than 50 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. NOTE: HUD income limits are updated.

Middle Income: Households whose incomes are between 81 and 95 percent of the median income for the area, as determined by HUD with adjustments for smaller and larger families, except that HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. NOTE: HUD income limits are updated.

Moderate Income: Households whose incomes are between 51 percent and 80 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families, except that HUD may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs or fair market rents, or unusually high or low family incomes. (This definition is different than that for the CDBG Program.)

Multi-Family Property: A structure containing more than one housing unit.

Non-Elderly Household: A household which does not meet the definition of "Elderly Household." As defined above

Non-Homeless Persons with Special Needs: Includes frail elderly persons, persons with AIDS, disabled families, and families participating in organized programs to achieve economic self-sufficiency.

Non-Institutional: Group quarters for persons not under care or custody. (U.S. Census definition used)

Occupied Housing Unit: A housing unit that is the usual place of residence of the occupant(s).

Other Household: A household of one or more persons that does not meet the definition of a Small Related household, Large Related household or Elderly Household.

Other Income: Households whose incomes exceed 95 percent of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families.

Other Vacant: Vacant year round housing units that are not For Rent or For Sale. This category would include Awaiting Occupancy or Held.

Overcrowded: A housing unit containing more than one person per room. (U.S. Census definition)

Owner: A household that owns the housing unit it occupies. (U.S. Census definition)

Physical Defects: A housing unit lacking complete kitchen or bathroom facilities (U.S. Census definition). Jurisdictions may expand upon the Census definition.

Primary Housing Activity: A means of providing or producing affordable housing such as rental assistance, production, rehabilitation or acquisition that will be allocated significant resources and/or pursued intensively for addressing a particular housing need. (See also, "Secondary Housing Activity".)

Project-Based (Rental) Assistance: Rental Assistance provided for a project, not for a specific tenant. Tenants receiving project-based rental assistance give up the right to that assistance upon moving from the project.

Public Housing CIAP: Public Housing Comprehensive Improvement Assistance Program.

Rent Burden > 30% (Cost Burden): The extent to which gross rents, including utility costs, exceed 30 percent of gross income, based on data published by the U.S. Census Bureau.

Rent Burden > 50% (Severe Cost burden): The extent to which gross rents, including utility costs, exceed 50 percent of gross income, based on data published by the U.S. Census Bureau.

Rental Assistance: Rental assistance payments provided as either project-based rental assistance or tenant-based rental assistance.

Renter: A household that rents the housing unit it occupies, including both units rented for cash and units occupied without cash payment of rent. (U.S. Census definition)

Renter Occupied Unit: Any occupied housing unit that is not owner occupied, including units rented for cash and those occupied without payment of cash rent.

Rural Homelessness Grant Program: Rural Homeless Housing Assistance Program, which is authorized by Subtitle G, Title IV of the Stewart B. McKinney Homeless Assistance Act.

Secondary Housing Activity: A means of providing or producing affordable housing such as rental assistance, production, rehabilitation or acquisition that will receive fewer resources and less emphasis than primary housing activities for addressing a particular housing need. (See also, “Primary Housing Activity”.)

Section 215: Section 215 of Title II of the National Affordable Housing Act. Section 215 defines “affordable” housing projects under the HOME program.

Service Needs: The particular services identified for special needs populations, which typically may include transportation, personal care, housekeeping, counseling, meals, case management, personal emergency response, and other services to prevent premature institutionalization and assist individuals to continue living independently.

Severe Cost Burden: See Cost Burden > 50%.

Severe Mental Illness: A serious and persistent mental or emotional impairment that significantly limits a person’s ability to live independently.

Sheltered: Families and persons whose primary nighttime residence is a supervised publicly or privately operated shelter, including emergency shelters, transitional housing for the homeless, domestic violence shelters, residential shelters for runaway and homeless youth, and any hotel/motel/apartment voucher arrangement paid because the person is homeless. This term does not include persons living doubled up or in overcrowded or substandard conventional housing. Any facility offering permanent housing is not a shelter, nor are its residents homeless.

Small Related: A household of 2 to 4 persons which includes at least one person related to the householder by birth, marriage, or adoption.

Special Needs: A person falling under any of the categories listed in this Consolidated Plan as requiring special or unique housing: People with Aids, Severely Mentally Ill, Developmentally Disabled, Substance or Alcohol Abusers, Battered Women, and Physically Disabled persons. This category does not include the homeless.

Substandard Condition and not Suitable for Rehab: By local definition, dwelling units that are in such poor condition as to be neither structurally nor financially feasible for rehabilitation.

Substandard Condition but Suitable for Rehab: By local definition, dwelling units that do not meet standard conditions but are both financially and structurally feasible for rehabilitation. This does not include units that require only cosmetic work, correction or minor livability problems or maintenance work.

Substantial Amendment: A major change in an approved housing strategy. It involves a change to the five-year strategy, which may be occasioned by a decision to undertake activities or programs inconsistent with that strategy.

Substantial Rehabilitation: Rehabilitation of residential property at an average cost for the project in excess of \$25,000 per dwelling unit.

Supportive Housing: Housing, including Housing Units and Group Quarters, that have a supportive environment and includes a planned service component.

Supportive Service Need in FSS Plan: The plan that PHAs administering a Family Self Sufficiency program are required to develop to identify the services they will provide to participating families and the source of funding for those services. The supportive services may include child care; transportation; remedial education; education for completion of secondary or post secondary schooling; job training, preparation and counseling; substance abuse treatment and counseling; training in homemaking and parenting skills; money management, and household management; counseling in homeownership; job development and placement; follow-up assistance after job placement; and other appropriate services.

Supportive Services: Services provided to residents of supportive housing for the purpose of facilitating the independence of residents. Some examples are case management, medical or psychological counseling and supervision, childcare, transportation, and job training.

Tenant-Based Rental Assistance: A form of rental assistance in which the assisted tenant may move from a dwelling unit with a right to continued assistance. The assistance is provided for the tenant, not for the project.

Total Vacant Housing Units: Unoccupied year round housing units. (U.S. Census definition)

Unsheltered: Families and individuals whose primary nighttime residence is a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings (e.g., streets, parks, alleys).

Vacant Awaiting Occupancy or Held: Vacant year round housing units that have been rented or sold and are currently awaiting occupancy, and vacant year round housing units that are held by owners or renters for occasional use. (U.S. Census definition)

Vacant Housing Unit: Unoccupied year-round housing units that are available or intended for occupancy at any time during the year.

Worst-Case Needs: Unassisted, very low-income renter households who pay more than half of their income for rent, live in seriously substandard housing (which includes homeless people) or have been involuntarily displaced.

Year Round Housing Units: Occupied and vacant housing units intended for year round use. (U.S. Census definition.) Housing units for seasonal or migratory use are excluded.

Please Submit Comments to:
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